

MEMORANDUM

To: DDA Board of Directors
From: Rob Bacigalupi, Executive Director *RMB*
Re: August 21, 2015 Board Meeting & Miscellaneous
Date: August 18, 2015

AGENDA ITEM 2B - CONSIDERATION OF APPROVING AN AMENDMENT TO THE EXECUTIVE DIRECTOR'S AGREEMENT

The DDA Board approved an amendment in April to adjust my compensation after an annual review. The amendment before you today, which is attached, would bring my retirement plan in line with state law which requires that DDA employees get the same retirement benefits as City employees. You recall the Board amended the Employee Handbook in July which brought all other employees up to snuff. This amendment would bring me in line. My current retirement plan calls for an employer match of up to 7% into a defined contribution plan. The amendment would provide 4% regardless of employee contribution, and another 6% match for a maximum of 10%. This is the same as the other DDA full-time employees. If agreeable, an appropriate motion would be for the **DDA Board of Directors authorize the Chairperson and Secretary to execute the Second Amendment to Letter of Agreement to Executive Director subject to approval as to form by the DDA General Counsel.**

AGENDA ITEM 2C - CONSIDERATION OF A BUDGET AMENDMENT TO MOVE \$15,000 FROM PROFESSIONAL SERVICES TO SALARIES AND WAGES

With adjustments to health insurance and retirement required by state law now in place I have been able to fully evaluate the impact our approved budget, which is attached. To fully cover all of these costs, **I recommend that the DDA Board of Directors transfer \$15,000 from professional services to salaries and wages.** This will not impact the bottom line and reduces a line item that will have remaining enough funds to planned commitments. The only impact will be that there will be less dollars to help fund a retail and office market study and we'll have to rely more on match dollars.

AGENDA ITEM 2D - CONSIDERATION OF EMPLOYEE HANDBOOK CHANGES (A HOUSE-KEEPING ITEM)

In the packet you will find one proposed change to the Employee Handbook that reflects our pay period change. We instituted this mid-July as part of an effort to provide more time to review payroll prior to issuing paychecks, and a conversion to direct deposit. I recommend that the **DDA Board of Directors approved the proposed DDA Employee Handbook changes to reflect the new pay period.**

AGENDA ITEM 2E - CONSIDERATION OF APPROVING FUNDING FOR ANNUAL MICHIGAN MUNICIPAL LEAGUE CONFERENCE TO TAKE PLACE IN DOWNTOWN TRAVERSE CITY SEPTEMBER 16 THROUGH 18, 2015

Enclosed is a funding request from the City for the Host City Reception at the annual Michigan Municipal League conference to be held in downtown Traverse City September 16 Through 18, 2015. The Host City Reception itself will be on Wednesday, September 16 with attendance expected to be between 400 and 500 with an expected cost of over \$20,000. I recommend that the **DDA Board of Directors authorize a \$1,000 contribution to the City of Traverse City for the Michigan Municipal League conference Host City Reception to take place on Wednesday, September 16th with funds available in the professional/contractual line item.**

AGENDA ITEM 3A - APPOINTMENT OF A FARMERS MARKET ADVISORY BOARD MEMBER

Enclosed is an email from Special Projects Coordinator Nick Viox noting three candidates interested in serving on the Farmers Market Advisory Board. One of the members, Michelle Ferrarese, regrettably resigned. Steve Constantin, as Chairperson, appoints members with confirmation by the DDA Board.

AGENDA ITEM 3B - COMMUNITY DEVELOPMENT REPORT

Enclosed is the latest report from Jean.

AGENDA ITEM 4A - PRESENTATION BY TRAVERSE CITY LIGHT AND POWER WITH AN UPDATE ON THE DOWNTOWN WIFI SYTEM

The downtown wifi system was rolled out at the top of 2015 and has been connecting thousands and thousands downtown with the world. Scott Menhart from TCLP and Jim Selby from Aspen Wireless will on hand to provide a status report and answer questions.

AGENDA ITEM 4B - CONSIDERATION OF CONTINUING RESTROOM SUBSIDY PROGRAM WITH ESPRESSO BAY, SUBWAY, GREAT LAKES BATH & BODY, AND MILK & HONEY (FORMERLY KNOW AS CHERRY CONE), AND ADDING MORSELS

Enclosed is a memorandum from Colleen Paveglio with an update on our renowned restroom subsidy program. The Committee is recommending continuing the program with the four current relief providers and adding Morsels in the 300 Block of East Front. I recommend that the **DDA Board of Directors authorize the Chairperson and Secretary to extend the restroom subsidy agreements with Espresso Bay, Subway, Great Lakes Bath & Body, and Milk & Honey for another year under the same terms and add Morsels as recommended by the Restroom Committee.**

AGEND ITEM 4C - CONSIDERATION OF AUTHORIZING A THREE-YEAR RENEWAL OF THE DDA/DTCA CONTRACT WITH A 3.5% ANNUAL INCREASE

Attached is a memorandum from me describing today's discussion regarding renewing our long-standing relationship with the Downtown Traverse City Association, formalized in an Agreement for Management Services, which is also attached. I recommend that the **DDA Board of Directors authorize a three-year renewal of the Agreement for Management Services between the DTCA and DDA.** This recommendation will go to the DTCA Board at their September 10 meeting.

AGENDA ITEM 4D - CONSIDERATION OF APPROVING REIMBURSEMENT TO GRAND TRAVERSE COUNTY FOR TAX TRIBUNAL - TIF 97

Attached is an invoice from the Grand Traverse County Treasurer for a tax tribunal for the City Opera House Heritage Association for a tax tribunal ruled in their favor. This relates to the City Opera House Heritage Association's lease with the City approved in December of 2012 which provided for property tax exempt status for the upper floors of the City Opera House building. The COHHA neglected to file for tax exempt status until last year and this is the end result of the application. I recommend that the **DDA Board of Directors authorize payment of \$12,782.59 to Grand Traverse County for Michigan Tax Tribunal Board of Review adjustments for 106 E. Front (The City Opera House) out of the TIF 97 fund.**

MISCELLANEOUS ITEMS OF INTEREST

Front Street

FRONT STREET REIMAGINED CROSSWALK - Furniture is in place and the sole remaining improvement is the street bar.

UPTOWN RIVERWALK CONNECTION - Mike Wills of Uptown reports contractors are busy and getting bids has proven difficult. He is working on getting pricing and now plans on having them for the DDA Board at your September meeting.

305 WEST FRONT - On Monday, the City Commission set a public hearing for September 21, 2015 to consider the [special land use request for this project](#) (pages 1 through 55). The request has already been recommended by the Planning Commission and is subject to City Commission consideration for final approval. At the meeting, the City Commission asked for the DDA to officially weigh in on the request. I suggest the DDA Board set a special meeting in early September to devote to reviewing the project and considering a recommendation. I'll ask Friday for possible dates.

Warehouse District

HALL STREET VISIONING - Attached is the final report from Peter Allen & Associates. This is an exciting vision for the western edge of the DDA district. I am working with City staff and Jean Derenzy on formulating a recommendation for next steps.

GARLAND STREET - We are putting the finishing touches on an agreement to send off to Traverse City Tourism.

Bayfront/River

FARMERS MARKET PLAN - Both the Planning Commission and the Parks and Recreation Commission endorsed our farmers market plan. We will work on getting the plan in front of the City Commission to get their input on the plan. Also, after meeting with Rotary Charities, we are planning on applying to them in the Spring round.

PINE STREET PEDESTRIAN WAY - Work continues on the Pine Street Pedestrian Way despite an interruption caused by the aftermath of the August 9th storm.

Other

TIF 2 RESET - I need to convene a meeting of a steering committee who will help staff with this process. It will begin with a meeting of taxing authorities to occur in September.

PARKING SYSTEM UPDATE - Parking Administrator Nicole VanNess has prepared a parking system update which you will find attached. You will see there are some items being worked on that will be coming before you in the near future.

INTERN REPORT - Enclosed is a report from our planning intern Kevin Chung. Thanks Kevin for all of your help this summer!

TCPS REPORTS - The latest reports for the Hardy and Old Town garages are attached.

DTCA BOARD MINUTES - Enclosed are the minutes from the July DTCA meeting.

cc: City Manager
Traverse City City Commissioners

DOWNTOWN DEVELOPMENT AUTHORITY REGULAR MEETING AGENDA

Friday, August 21, 2015, 8:00 a.m.

Commission Chambers, Second Floor

Governmental Center, 400 Boardman Avenue, Traverse City

www.downtowntc.com

Information and minutes are available from the DDA Director, 303 East State Street, Suite C, Traverse City, MI 49684, (231) 922-2050. If you are planning to attend the meeting and are handicapped requiring special assistance; please notify the DDA Director as soon as possible.

1. Roll Call
2. Consent Calendar - The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one Board motion without discussion. Any member of the board, staff, or public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for full discussion. Such requests will be automatically respected.
 - A. Consideration of minutes for the Regular Meeting of July 17, 2015. (approval recommended)
 - B. Consideration of approving amendment to Executive Director's agreement (approval recommended)
 - C. Consideration of a budget amendment to move \$15,000 from professional services to salaries and wages (approval recommended)
 - D. Consideration of Employee Handbook Changes (approval recommended)
 - E. Consideration of amending Consideration of approving funding for annual Michigan Municipal League conference to take place in downtown Traverse City September 16 through 18, 2015 (approval recommended)
3. Chairperson's Report
 - A. Appointment of Farmers Market Advisory Board Member
 - B. Community Development Report
 - C. Comments or Questions regarding Written Reports
4. Executive Director's Report
 - A. Presentation by Traverse City Light and Power regarding downtown WIFI system
 - B. Consideration of continuing restroom subsidy program with Espresso Bay, Subway, Great Lakes Bath & Body and Milk & Honey (formerly know as the Cherry Cone), and adding Morsels
 - C. Consideration of authorizing a three-year renewal of DDA/DTCA contract with a 3.5% annual increase
 - D. Consideration of approving reimbursement to Grand Traverse County for Tax Tribunals - TIF 97
5. Public Comment
6. Adjournment

The Traverse City Downtown Development Authority does not discriminate on the basis of disability in the admission or access to, or treatment or employment in, its programs or activities. The DDA Executive Director has been designated to coordinate compliance with the non-discrimination requirements contained in Section 35.107 of the Department of Justice regulations. Information concerning the provisions of the Americans with Disabilities Act, and the rights provided thereunder, are available from the DDA office.

Minutes
Traverse City Downtown Development Authority
Regular Meeting
July 17, 2015
Commission Chambers, Second Floor
Governmental Center, 400 Boardman Avenue, Traverse City

Chairperson Steve Constantin called the meeting to order at 8:00 a.m.

1. Roll Call

Present: Leah Bagdon-McCallum, Harry Burkholder, Jan Chapman, Steve Constantin, John DiGiacomo, Bill Golden, Mayor Michael Estes, T. Michael Jackson, Chuck Judson, Rick Korndorfer, Joe Winowiecki

Absent: Ross Biederman, Joe Winowiecki

2. Consent Calendar. **Motion by Estes, seconded by Jackson that the consent portion of the agenda be approved as presented. Motion carried unanimously.**

a. **Approval of minutes of the Regular Meeting of June 19, 2015 as presented.**

b. **Approval of Financial Reports for Traverse City Parking System Financial Reports dated May 31, 2015.**

3. Chairperson's Report

a. Community Development Report

b. Comments or Questions Regarding Written Reports
i. None at this time

4. Executive Director's Report

a. Update on Farmers Market Project and Consideration of selecting an improvement option

i. **Motion by Jackson, seconded by Korndorfer that the DDA Board of Directors concur with the recommendation of the Farmers Market Committee and direct staff to pursue concept B as described in Colleen Paveglio's July 14, 2015 memorandum. Motion carried unanimously.**

b. Consideration of support to apply to Rotary Charities for a grant to implement improvements for the Farmers Market.

i. **Motion by Golden, seconded by Jackson that the DDA Board of Directors support the application for a capital grant from Rotary Charities toward the implementation of the Farmers Market Plan. Motion carried unanimously.**

5. Comments from Staff and Board of Directors

a. Bacigalupi commented on the DDA providing Direct Deposit for the staff

- b. Chapman commented on the Clean Green Committee
- c. Jackson notified the Board that the dedication to the Perry Hannah statue is planned for August 3, 2015
- d. Constantin updated the DDA Board on the snowmelt meeting and abiding by the guidelines set in place
- e. Comments regarding the Garland Street project were made by the Board
- f. Paveglio notified the DDA Board of upcoming events such as Friday Night Live and Street Sale

6. Public Comment

- a. None at this time

7. Adjournment. The meeting officially adjourned at 8:29 a.m.

Respectfully submitted,

Colleen Paveglio
Marketing & Deputy Director

DRAFT

**SECOND AMENDMENT TO LETTER OF AGREEMENT
FOR EXECUTIVE DIRECTOR**

This Second Amendment ("Amendment") to the Letter of Agreement for Executive Director dated January 1, 2014 and amended April 17, 2015 (the "Agreement") is made this _____ day of _____, 2015, by and between Robert Bacigalupi, whose address is 627 Sixth Street, Traverse City, Michigan 49684 (the "Executive Director") and the DOWNTOWN DEVELOPMENT AUTHORITY, a Michigan authority, whose address is 303 East State Street, Suite C, PO Box 42, Traverse City, Michigan 49685 (the "DDA").

The parties hereby agree to amend the Agreement in the following manner:

Paragraph 12(C) shall be replaced in its entirety with the following:

The DDA offers a Section 457 Deferred Compensation Plan through ICMA Retirement Corporation. Participation in the plan is voluntary. If the Executive Director chooses to participate in the plan, the DDA provides a guaranteed 4% contribution (no employee contribution necessary). In addition to the guaranteed 4% contribution, the DDA will also contribute a dollar-for-dollar match up to 6% of the employee's gross pay (including regular hours, overtime, vacation pay, short term leave/sick pay and longevity). Annual benefit cash-outs and retirement cash-outs are not eligible to receive the DDA match.

All other terms and conditions of the Agreement shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment on the date and year first above written.

EXECUTIVE DIRECTOR

Robert Bacigalupi

DOWNTOWN DEVELOPMENT AUTHORITY

By: _____
Stephen Constantin, Chairperson

By: _____
Ross Biederman, Secretary

Approved as to Form:

Lauren Tribble-Laucht, General Counsel

DOWNTOWN DEVELOPMENT AUTHORITY

The Downtown Development Authority (DDA) Board of Directors will hold a public hearing on the budget Friday, May 15, 2015 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 17, 2015.

The DDA is an arm of the City of Traverse responsible for maintaining the vitality of the Central Business District. Working with private developers, land owners and governmental agencies, and armed with public funds to assist in re-development efforts, the DDA continues to keep downtown's vibrant environment. The DDA also directly operates the Sara Hardy Downtown Farmer's Market. Through a contract with the City of Traverse City, the DDA manages the Traverse City Parking System (TCPS). The DDA has a management agreement with the Downtown Traverse City Association (DTCA) the marketing, communication and events arm of downtown. The revenues from these contracts, as well as projected reimbursements from the Tax Increment Financing funds (TIF), are shown in the Reimbursements revenues line items of the budget. The TCPS fee is proposed to be a percentage of TCPS revenue to reflect the growth and fluctuations of that operation.

To meet the obligations of the management agreements remaining, the DDA will have seven full time employees, and approximately eight part time employees depending on the season. Three of the full time and all but one of the part time employees are dedicated to the Traverse City Parking System. The Farmers Market is expected to be managed by a contractor, which is reflected in the Professional Services line item. The DDA Board has also committed to purchasing and maintaining the flowers in the summer and that is covered under Salaries and Wages, and in Community Promotion line item. The DDA is projected to continue to support Santa's arrival with up to \$10,000 paid to the DTCA for this event. The DDA will continue the partnership with the City and Grand Traverse County by funding the County's economic development efforts by contributing \$10,000 out of the professional/contractual line item. This year the DDA will redo our website and partner with the County and possibly the City to conduct a retail and office market analysis. These costs, at \$8,000 and \$15,000 respectively, will come out of professional services.

By sharing our staff members, office space, equipment and other overhead over the various functions of the TCPS, DTCA, and the TIF projects, we are able to keep costs to a minimum. The DDA office staff structure has evolved to better support the dynamic Traverse City Parking operation and also allow for more strategic and proactive attention to downtown and its environs. The Traverse City Parking System staff has matured to better handle the tremendous growth in downtown parking.

City of Traverse City, Michigan
COMPONENT UNIT
DOWNTOWN DEVELOPMENT AUTHORITY FUND
For the Budget Year 2015-16

	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Budget	FY 14/15 Projected	FY 15/16 Requested
REVENUES					
Property Taxes	\$ 63,590	\$ 70,660	\$ 64,900	\$ 64,900	\$ 70,000
Reimbursements	502,018	540,652	613,100	613,100	767,377
Rental Income	48,146	50,846	46,000	46,000	45,000
Interest Revenue	426	225	200	200	200
TOTAL REVENUES	614,180	662,383	724,200	724,200	882,577
EXPENDITURES					
Salaries and Wages	460,974	423,410	506,900	506,900	581,810
Fringe Benefits	114,731	97,320	117,800	117,800	146,733
Office/Operating Supplies	7,456	9,670	7,800	10,000	9,000
Professional Services	21,455	33,033	50,000	47,000	78,100
Communications	4,852	4,657	4,000	4,600	4,600
Transportation	338	619	2,000	1,900	2,000
Lodging/Meals	3,981	4,809	5,200	4,000	5,000
Training	1,409	739	1,900	1,800	2,000
Community Promotion	9,878	10,489	11,600	11,600	12,500
Printing and Publishing	9,208	8,498	7,000	7,000	7,500
Insurance and Bonds	1,472	1,478	1,800	1,800	1,700
Utilities	5,794	6,476	6,600	6,600	6,600
Repairs and Maintenance	965	2,925	2,100	2,100	2,200
Rentals	7,896	9,262	8,000	8,000	8,000
Legal Services	948	5,849	5,000	4,500	5,000
Miscellaneous	288	99	500	150	400
Capital Outlay	995	5,575	6,000	6,000	6,000
TOTAL EXPENDITURES	652,640	624,908	744,200	741,750	879,143
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(38,460)	37,475	(20,000)	(17,550)	3,434
Beginning Fund Balance					
	255,236	216,776	254,251	254,251	236,701
Ending Fund Balance					
	\$ 216,776	\$ 254,251	\$ 234,251	\$ 236,701	\$ 240,135
Personnel Services %	88.21%	83.33%	83.94%	84.22%	82.87%

Downtown Development Authority Employment Handbook

The Employer is the Traverse City Downtown Development Authority (DDA).

This Employee Handbook is provided as a guide and is not to be considered a contract. Only written statements made by the DDA Executive Director are valid and binding employment contracts. The DDA Executive Director is the only official who can make binding employment contracts. These contracts must be in writing.

This employer reserves the right to make changes to the policies, procedures, and other statements made in this Employee Handbook. Business conditions, federal and state laws, and DDA needs are constantly in flux and may require that portions of the handbook be rewritten. This is necessary to successfully provide the appropriate employment relationship and to obtain the goals of the DDA.

Employment At-Will

We are an “At-will” employer and operate under the provision that employees have the right to resign their position with or without notice and with or without cause at any time. We, the employer, have similar rights to terminate the employment relationship with or without notice and with or without cause at any time.

Definition of Employees

Act 90, PA of 1978, The Youth Employment Standards Act provides for the legal employment of eighteen (18) years old to work in the Larry C. Hardy Parking Deck. The DDA complies with The Youth Employment Standards Act.

Regular Salaried and Hourly Employees:

Employees normally scheduled on a regular basis to work forty (40) hours shall be considered as regular employees and shall be subject to all terms of these policies.

Regular Part-time Employees:

Employees normally scheduled on a regular annual basis to work up to thirty-eight (38) hours per week, average based on employees anniversary date, shall be considered as regular part-time employees and shall not be subject to the terms of these policies.

Temporary Employees:

Employees hired for special projects or needs and for a limited duration no to exceed six (6) consecutive months, shall be classified as temporary employees and not subject to the terms of these policies.

Hours of Work and Premium Pay

Work Week:

The normal work week schedule begins a 12:00 a.m. on Sunday and ends at 11:59 p.m. on Saturday.

Work Day:

The work day will vary for employees of the DDA to provide staff coverage for all activities the DDA provides.

Premium Pay:

Excluding employees classified as exempt under The Fair Labor Standards Act, all employees for a week in excess of forty (40) hours shall receive time-and-one-half (1½) their regular rate of pay.

Benefits

Hospitalization and Medical Insurance:

The employer shall provide for all regular salaried and hourly employees health care, dental and vision coverage of its choosing and in accordance with P.A. 197 of 1975. The employee shall contribute 20% of the premium cost as a payroll deduction.

The employer retains the right to review alternate health care coverage and to implement such programs provided that the carrier is licensed to do business in the state of Michigan and is recognized and accepted by the Health Care Community.

The employer shall provide the employees with 30 days written notice prior to any increase in health insurance premiums or any change in health insurance provider. The employees may request that the employer not change providers or request that it seek alternative coverage in lieu of a premium increase whereby they would be responsible to contribute to the premium.

New employees shall be entitled to hospitalization and medical insurance coverage the first of the month following the date of hire (anniversary date) in accordance with the Health Carriers agreement.

The employer agrees to compensate qualified employees who have other hospitalization and medical insurance coverage available to them elsewhere. This Opt-Out compensation will be \$200 per month and will be payable after the end of the health insurance year for eligible employees, including those who terminate during the year. Eligible employees will be required to sign a Payment In Lieu of Insurance Waiver and Release form annually.

Traverse City DDA

Approved June 19, 2015

Nina Talarico 8/17/2015 8:28 AM

Deleted: Friday

Nina Talarico 8/17/2015 8:28 AM

Deleted: Thursday

Retirement:

The employer will provide all regular salaried and hourly employees with deferred compensation by providing a 100% match of their contribution not-to-exceed 6% of the employee's gross pay, except that City ACT-equivalent employees also have a guaranteed 4% contributed by the DDA regardless of what they match, and City GME and GME-CT-equivalent employees get a 6% DDA contribution regardless of what they match: such compensation to be invested at the direction of the employee in the ICMA Retirement Fund

Worker's Compensation Insurance:

The employer shall provide Worker's Compensation protection for all employees as required by law.

Sick Leave:

All regular salaried and hourly employees shall earn paid sick leave at the rate of one (1) work day for each completed month of service with the employer.

For each day the employee is absent from work because of a bonafide illness, one (1) day shall be deducted from his/her sick leave accumulation.

Accumulated sick leave may be used by the employee for bonafide illness or injury only as follows:

- A. In the event a member of the employee's immediate family living in the same household is ill and a doctor has recommended that the employee remain at home during the illness. Written verification of the doctor's recommendation must be provided to the employer in order to be eligible to use accumulated sick leave for this purpose.
- B. Where the illness or injury arises out of or in the course of employment with the DDA; to provide the difference between the employee's regular pay, based on their normal work week, and the weekly benefit provided through Worker's Compensation insurance. Provided, however, only the amount of sick leave required to make up this difference shall be deducted for the date of injury.

An employee who has exhausted the paid leave available to them under the provision of this policy may apply for a leave of absence without pay.

Sick Leave Accumulation:

One-half (½) of an employee's unused sick leave up to maximum of one hundred twenty (120) days (sixty paid days) shall be paid to an employee at separation or retirement.

Vacation Benefits:

Vacation accrues by pay period and each regular employee shall be allowed annual leave as follows:

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- A. Ten (10) workdays for less than five (5) years of continuous service.
- B. Fifteen (15) workdays after five (5) years of continuous service.
- C. Twenty (20) workdays after fifteen (15) years of continuous service.

Vacation may be accumulate but not to exceed five (5) weeks carried over on October 1 of each year. Upon separation of service, employees shall be entitled to compensation for any unused portion of accumulated vacation.

Requests for vacation shall be approved or denied by the DDA Executive Director.

Funeral Leave:

Emergency leave shall be granted in case of the death of any relative living within the household of the employee, of for the death of a spouse, child, father, mother, sister, brother, father-in-law, mother-in-law, sister-in-law, brother-in-law, daughter-in-law, grandparents, or grandchildren. Leave will be granted from the date of death to the date of the funeral not-to-exceed three (3) working days. Employees may be permitted up to two (2) additional days for a funeral more than 300 miles from Traverse City.

Holidays:

Regular salaried and hourly employees are permitted to be absent from work without deductions in pay on the following holidays:

New Year's Day
President's Day
Good Friday
Memorial Day
4th of July
Labor Day
Thanksgiving Day
Day after Thanksgiving Day
Christmas Eve Day
Christmas Day

Regular part-time employees will receive pay at the rate of 4 hours for:

President's Day
Good Friday
Memorial Day
4th of July
Labor Day
Day after Thanksgiving Day
Christmas Eve Day

The offices of the DDA and the Larry C. Hardy Parking Deck are closed on the following holidays:

New Year's Day
Easter Sunday
Thanksgiving Day
Christmas Day

Jury Duty:

When an employee is absent from work because of being summoned, and/or serves on a jury, or because of being subpoenaed as a witness at court, the employee shall be paid the difference between his/her regular salary and the fees received as a juror or as a witness for time lost from the employee's regular scheduled workdays.

Personal Time Off:

Regular salary and hourly employees are allowed three (3) personal days per fiscal year (July through June). Arrangements for personal time off will be agreed upon by the employee and the DDA Executive Director.

Information Security

General

Employees and contractors/agents of the DDA are able to access customer's personal information only in the course of conducting business for the DDA and Auto Parking System (APS). Any employee or contractor/agent found in violation of this policy is subject to disciplinary action up to and including termination and legal action.

Credit Card Data Handling

Only employees and contractors/agents of the DDA explicitly authorized are permitted to process credit and debit cards provided it is done in compliance with this policy. Card numbers, security codes and other related data may be used only to run charges requested by the cardholder. Once the charge has been processed, all account numbers and security codes must be destroyed immediately, or must be fully blacked out on both sides of the page on retained forms. No credit card data are allowed to be transmitted via end-user messaging technologies. Employees and contractors/agents of the DDA may not use this data for any other purpose.

Driver, Vehicle and/or Related Data

Driver, vehicle and/or related information obtained from the Michigan Department of State may only be used by employees in the conduct of enforcing or processing parking violations. Only employees explicitly authorized by the Parking Administrator may access this information.

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Other

Dress Code:

Although no formal dress code exists, employees are asked to wear articles of clothing suitable to the type of work they do and the environment in which they work. Articles of clothing should be neat, clean, in good taste, and not constitute a safety hazard. Interpretation of this code will be left to the DDA Executive Director.

Gifts:

The employer prohibits its employees and administrators from accepting gifts of a value in excess of \$25, or gratuities from individuals and firms with which the employer does business. We believe that acceptance of such gifts is unprofessional, unbusinesslike, and places administrators and employees in compromising positions which are not in the best interests of the employer, its employees, or the citizens. It is also against policy to give gifts to those with whom the employer does business.

Performance Evaluation/Goal Setting:

All DDA personnel will be appraised periodically, no less than annually, at the anniversary date of hire on their job performance. This evaluation is deemed necessary for goal setting purposes and all evaluations are confidential and performed for information and goal-setting purposes between supervisors and employee. The appraisals may be utilized when determining job performance or assessing personnel problems.

Employee Handbook Acknowledgment Form

I, _____, acknowledge that I have received the Downtown Development Authority (DDA) Employment Handbook. I also understand it is my responsibility to read and understand the policies as outlined in the Employment Handbook.

I shall return this acknowledgment form within five (5) working days.

Employee's Signature

Date

Traverse City DDA

Approved June 19, 2015

Employee's Name (please print)

Upon return of this acknowledgment form to your supervisor

I agree to conform to the rules and regulations of the DDA as described in the handbook which is intended as a guide to human resource policies and procedures. I understand that the DDA has the right to change the handbook without notice. It is understood that future changes in policies and procedures will supersede or eliminate those found in this book and that employees will be notified of such changes through normal communication channels.

I also understand and agree that the information contained in these materials does not constitute an employment contract between the DDA and me, and the either I or the DDA may terminate our employment relationship at any time, with or without cause. I understand that no supervisor or representative of the DDA, other than the Executive Director of the DDA, has any authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the foregoing.

Employee's Signature

Supervisor's Initials

Date

Date

Traverse City DDA

Approved June 19, 2015



Memorandum

To: DDA Board of Directors
From: Colleen Paveglio
Re: MML Conference Sponsorship Request
Date: August 18, 2015

The annual Michigan Municipal League (MML) Conference is slated to take place in Downtown Traverse City September 15-17, 2015. The host city is responsible for the welcome reception and the City of Traverse City is currently fundraising. The reception will take place on the Open Space under a tent on September 16, from 6 to 8 pm. Light hors d'oeuvres and refreshments will be served that are local and reflective of the Grand Traverse region. We are seeking approval to contribute \$1,000 toward the event. I have sat on the planning committee with the City and also assisted MML in ideas for mobile workshops, venues, and break out activities. It is expected that approximately 400-500 will be in attendance and the Park Place Hotel will serve as the host hotel. We look forward to welcoming community leaders from throughout the State of Michigan to Traverse City!

May 14, 2015

Dear Mr. Bacigalupi,

On behalf of the City of Traverse City and the Traverse City community, I would like to request your consideration to support the 2015 Michigan Municipal League (MML) conference as an event sponsor for the welcome reception on September 16, 2015. Your sponsorship is a critical part to us hosting this exciting event to more than 500 Michigan municipal elected and appointed officials right here in Traverse City.

The MML is the one clear voice for Michigan municipalities and supports thriving communities through long-term success and sustainability. Each year, a city is selected to host the annual MML Conference and is responsible for hosting the welcome reception. We are pleased that Traverse City is the location for the 2015 conference and with over 500 in attendance, this will serve as an economic boost in the month of September! Media coverage locally and statewide is anticipated and will be great for the Traverse City community and the MML members to bring awareness to key issues that matter to municipal officials from across the state.

Promoting your business to the MML membership and those that lead their communities is a great fit! Sponsorships for the reception are in an amount beginning at \$1,000 or we are offering an opportunity to be our presenting sponsor for \$4,000. In return, we would provide maximum exposure through print material at the event and more. Presenting sponsors may also have the opportunity to display at the reception.

We would truly appreciate the DDA's support for this exciting event in Traverse City and help us put our best foot forward to the leaders through the State of Michigan. Please see the attached sponsorship proposal for your review. Thank you for considering our request and please feel free to contact me if you have any further questions or comments.

Sincerely,

Penny Hill
Assistant City Manager

Michigan Municipal League
Welcome Reception – September 16, 2015
SPONSORSHIP OPPORTUNITIES

Event Sponsorship:

- Opportunity for placement of promotional items for gift bags (approximately 500 pieces). You provide the items and we will place them in the attendee's gift bags – a reasonable way to promote your business to attendee's and their families.

Event Sponsorship

\$1,000

Presenting Sponsorship:

- Presence and attendance at the Welcome Reception with vendor table
- Opportunity for placement of promotional items for gift bags (approximately 500 pieces). You provide the items and we will place them in the attendee's gift bags – a reasonable way to promote your business to attendee's and their families.
- Press releases to all area print, radio and TV stations
- Listing on banner at event
- Listing on the City of Traverse City website and social media outlets (over 20,000 fans)

Presenting Sponsorship

\$4,000

I would like to make a donation:

Other Amount

§ _____

PLEASE MAKE CHECKS OUT TO:

“City of Traverse City” with “2015 MML Convention” in the “Memo” line.

Please return to:

City of Traverse City
Attn Penny Hill
400 Boardman Avenue
Traverse City MI 49684

From: Nick Viox nick@downtowntc.com
Subject: Advisory Board Recommendations
Date: August 11, 2015 at 1:58 PM
To: Steve Constantin steve.constantin@gmail.com
Cc: Rob Bacigalupi rob@downtowntc.com

NV

Hi Steve,

The following are the three recommendations for the Advisory Board and in this order:

Sue Kurta - Boss Mouse Cheese - Full Availability Confirmed

Sue is a newer addition to the market and one that everybody flocks to. Her cheese and smoked butter have earned national recognition on shows like Rachael Ray and in publications. Her and her parents are delightful and are constantly communicating with their neighbors at market, downtown businesses that she supplies for, and customers. She is always present at any vendor-wide meeting and would be the only representative on the board that does exclusively Value-Added Products (which now make up about 30% of our market). I think her voice would be a widely respected and a great replacement for Michelle who had to leave our board. Michelle had recommended her out of these three options and Sue would be thrilled to be a part of the board.

Nicolas Thiesen - Loma Farm - Availability Not Confirmed

Nic and his wife own Loma Farm that has been a beautiful staple at our Wednesday markets for years. Nic is a younger farmer that has great ideas and a fantastic communicator. Although he only attends Wednesdays, that could work to our benefit as we look at increasing attendance at Wednesday markets. Loma Farm also constantly can be seen on menus throughout downtown Traverse City which demonstrates his understanding of working with downtown businesses owners.

Nic Welty - 9 Bean Rows - Full Availability Not Confirmed

Nic has owned his farm for years and his booth at the market will have a steady line of people from 7:30 - noon every Saturday and Wednesday. Nic is a vegetable farmer while his wife makes their mouthwatering baked goods. Nic currently owns a cafe in Suttons Bay that originally began right here in Downtown Traverse City. If anybody knows how businesses work in Downtown Traverse City, it's Nic. Nic is also a very communicative individual and would be a real asset to the committee.

Let me know your thoughts and we can go from there.

Thanks,





Memorandum

Grand Traverse County
Planning and Development
231.922.4513 Fax 231.922.4636
email: jderenzy@grandtraverse.org

To: DDA Board of Directors
From: Jean Derenzy, Deputy Director Planning & Development
For Meeting Date: August 21, 2015
Subject: Community Development Update

August Update:

Project News:

The following is an update on some of the sites being worked on through the TIF 97 District:

Park Place Project: Work continues on development of plans with the Park Place for a conference center, workforce housing (contained in the parking lot immediately adjacent to Washington Street) and a multi-story mixed use development immediately adjacent to the Park Place.

Traverse City Place Brownfield Plan: Approval was received from the City and the County Board for the Traverse City Plan Amended Brownfield Plan (TC Place). As a reminder, this Brownfield Plan encompasses 23 parcels and includes the Hotel Indigo project site. This Amendment relates to the added environmental costs for new developments within this area. Two new projects within the TC Place are occurring with this amendment:

124 West Front Street: The private developer is Federated Properties, owner of the property. The development as approved, is a five level mixed use development, with underground parking (77 parking spaces), 14,000 square feet of commercial on the ground floor and 61 residential units. Private investment is anticipated at \$31,620,000.

207, 211 and 221 West Grandview Parkway: The private developer is Grandview Place, owner of 207 Grandview with options on 211 and 221. The proposed redevelopment at 207 Grandview is commercial on the first floor and residential above (8 residential units). Proposed redevelopment at 211 and 221 is underground parking, commercial and residential above (37 residential units). Private investment is anticipated at \$28,000,000.

The current project contained in the TC Place Plan:

Hotel Indigo: The end of the construction is nearing, December 22, 2015 is the projected “opening date”. The website is up and running and accepting reservations.

On July 21 State and local officials toured two recently completed Brownfield Projects on 8th Street and also celebrated the successes of TIF 2. The recognition of partnerships and bringing new investment into the City was highlighted. Thank you for all who participated.



Memorandum

To: DDA Board of Directors
From: Colleen Paveglio
Re: Downtown Public Restroom
Date: August 18, 2015

The DDA launched the public restroom program in 2012 and currently partners with Espresso Bay, Great Lakes Bath & Body, Milk & Honey (formerly Cherry Cone), and Subway to offer public restrooms to downtown patrons. Applications were recently sent to those eligible for the program. The Restroom Committee, consisting of Steve Constantin and Jeff Joubran, reviewed applications from the current four establishments and also Morsels Espresso & Edibles. The committee is in favor of having adding a location on the 300 block of E. Front Street and is recommending the five locations due to their length of operational hours and being open on Sunday. Pending approval, we will continue to promote all of the public restroom locations throughout Downtown Traverse City by updating our maps, merchant directories, signage distributed to each of the stores and also send a press release.



To: DDA Board

From: Rob Bacigalupi, Executive Director

RMB

Re: Review and Search Committee

Date: August 18, 2015

The Review and Search Committee, made up of the Chair and Vice-Chair of both the DTCA and DDA Boards, met today to review the agreement between the DDA and DTCA. The Committee, including Jeff Joubran, Misha Niedorfler, Steve Constantin and Chuck Judson, agreed to recommend a three-year agreement with the following fees paid to the DDA by the DTCA for service rendered:

	Fee Adjustment	Resulting Fee
September 2015	3.5%	\$62,670
September 2016	3.5%	\$64,863
September 2017	3.5%	\$67,133

AGREEMENT FOR MANAGEMENT SERVICES

This AGREEMENT made this 30th day of September, 2014, by and between the DOWNTOWN DEVELOPMENT AUTHORITY, a duly organized authority under Michigan Law, 303 E. State Street, Suite C, Traverse City, Michigan, 49684 (the "DDA") and the DOWNTOWN TRAVERSE CITY ASSOCIATION, a non-profit corporation of Post Office Box 42, Traverse City, Michigan, 49685 ("the DTCA");

WHEREAS, the DDA desires to encourage the economic and retail development of Downtown Traverse City, including the enhancement and retention of existing retail businesses in the City Center; and

WHEREAS, the DTCA is an organization composed of property owners and business owners in Downtown Traverse City; and

WHEREAS, the DDA has sufficient staff and ability to assist the DTCA in the promotion of Downtown Traverse City;

THEREFORE, the parties mutually agree as follows:

1. **Scope of Services.** The DDA agrees to provide the following services to the DTCA:
 - a. The DDA shall provide office space and an address for the DTCA within the DDA district;
 - b. The DDA shall provide sufficient administrative staff time to the DTCA to allow that organization to market, advertise, and promote itself or its members in a manner consistent with the goals of the organization. Further, the DDA agrees to assign a staff person to be designated as marketing director for administration of marketing, advertising and promotion, as well as those functions or services that may arise which the DTCA views as essential to the development and/or enhancement of the downtown business district.
 - c. The DDA shall maintain ordinary bookkeeping services for the DTCA.
 - d. The DDA shall provide sufficient staff to oversee the annual membership drive of the DTCA. Further, at least one staff person of the DDA shall be available to attend all meetings of the DTCA.
 - e. The DDA shall provide sufficient staff to edit and prepare a regular monthly newsletter to all DTCA members.
 - f. The DDA shall provide sufficient staff to act as a liaison between the DTCA

and members of the general public, members of City Government, and members of various boards that interact with the Downtown such as the Cherry Festival Committee, the Chamber of Commerce, and the Traverse City Convention and Visitors Bureau.

2. Reporting. The DDA shall provide the DTCA with a written annual report regarding activities conducted pursuant to this Agreement, together with any other pertinent activities related to the two organizations.

3. Compensation, Method of Payment, and Term. The DTCA shall pay to the DDA the annual sum of SIXTY THOUSAND, FIVE HUNDRED FIFTY ONE (\$60,551.00) Dollars as consideration for the services specified in this Agreement. The services to be rendered and the obligations specified under this Agreement shall commence on September 1, 2012, and terminate on August 31, 2013 unless renewed annually thereafter by mutual agreement of the parties. Equal payments of FIVE THOUSAND FORTY FIVE Dollars and NINETY TWO cents (\$5,045.91) shall be made on a monthly basis beginning September 1, 2012, and on the first day of every month thereafter so long as this Agreement remains in effect.

4. Independent Contractor. The relationship of the DDA to the DTCA is that of an independent contractor and in accordance therewith the DDA agrees to conduct itself consistent with such status and that neither it nor its employees, officers, or agents will claim to be an officer or employee, of the DTCA or make any claim, demands or application to or for any rights or privileges applicable to any officer or employee of the DTCA including but not limited to workers' compensation coverage, unemployment insurance benefits, social security coverage, or retirement membership or credit.

5. Non-Discrimination. The parties agree not to discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment or a matter directly or indirectly related to employment because of race, color, religion, national origin, age, sex, height, weight, or marital status. Breach of this covenant may be regarded as a material breach of this Agreement.

6. Termination.

a. BASED ON FAULT. If the DTCA determines that the DDA has failed to perform all or any part of the services, obligations, or duties required by this Agreement, the DDA specifying the portions of the Agreement, in default, and shall specify a reasonable period not more than thirty (30) days nor less than fifteen (15) days from the receipt of the notice during which time the DDA shall correct the violations referred to in the notice. If the DDA does not correct the violations during the period provided for in the notice, this Agreement shall be terminated upon expiration of such time. This provision for termination shall not limit or modify any other right either party may have to proceed against the other at law or equity under the terms of this Agreement.

b. **NOT FOR FAULT.** Whenever the DTCA determines that termination of this Agreement in whole or in part is in the best interest of the DTCA, or in the event that termination is required by any State or Federal agency, either party may terminate this Agreement with forty-five (45) days written notice to the other party specifying that portion of the services terminated and the effective date of such termination.

7. **Remedies.** Upon any termination of this Agreement the DDA shall be entitled to payment for the full quarter in which the termination is to take effect.

8. **Amendments.** The parties hereby agree to permit modifications of this Agreement from time to time, but such modifications shall be in writing and signed by both parties.

9. **Assignment.** The parties agree that there shall be no assignment or transfer of this Agreement or any part thereof unless mutually agreed to in writing by both parties.

10. **Venue.** Any and all suits for any and every breach of this Agreement may be instituted and maintained in any court of competent jurisdiction in the County of Grand Traverse, State of Michigan.

11. **Interpretation.** This Agreement shall be governed by the laws of the State of Michigan, both as to interpretation and performance. This agreement was drafted at the joint direction of the parties. The pronouns and related words used herein are written in the neuter and singular. However, if more than one person or entity joins in this Agreement on behalf of the DDA, or if a person of masculine or feminine gender joins in this Agreement on behalf of the DDA, such words shall be interpreted to be in the plural, masculine or feminine as the same requires.

12. **Contract for Services.** This Agreement is intended to be a contract for services between the parties. Nothing contained herein shall relieve either party of its obligation to exercise independent judgment in the furtherance of its expressed goals or obligations.

13. **Review and Search Committee.** There shall be a committee formed consisting of not less than two (2) Board members of each party to this Agreement which shall meet on a monthly basis (or on a regular basis at the discretion of the committee) to review and examine the status of this contractual agreement. Further, this committee shall provide recommendations to the DDA regarding extensions of this Agreement and review of personnel utilized under this Agreement.

14. **Third Party Beneficiaries.** This Agreement confers no rights or remedies on any third party, other than the parties to this Agreement.


15. **Hold Harmless and Indemnification.** The DTCA agrees not to sue or make any type of claim against the DDA based on the DDA's negligence or its entering into this Agreement. The DTCA agrees to defend and indemnify the DDA if someone else sues or makes a claim against the DDA based on the existence or performance of this


Agreement and the services thereunder. This promise is not limited by any insurance policy. For purposes of this paragraph, "DDA" means the DDA and of its employees, officials, or agents.

16. Not a Joint Venture. The parties do not intend to create a joint venture or partnership.


IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date and year first above written.


DOWNTOWN DEVELOPMENT AUTHORITY

by: 
Steve Constantin
Chair

by: 
Charles Judson
Vice-Chair

DOWNTOWN TRAVERSE CITY ASSOCIATION

by: 
Jeff Joubran
President

by: 
Amy Joslin
Vice-President

Dated: _____

GRAND TRAVERSE COUNTY TREASURER

HEIDI M SCHEPPE
400 BOARDMAN AVE
TRAVERSE CITY MI 49684



Bill To:
TIF 97
City

DATE: July 22, 2015
INVOICE # April, May, June 2015

Description	Amount
MTT BOR Adjustments	\$12,782.59
Please pay within 30 days to avoid penalty	
TOTAL	\$12,782.59

Make all checks payable to Grand Traverse County Treasurer
If you have any questions conserving this invoice, contact Grand Traverse County Treasurer, 231-922-4735

THANK
YOU!

A handwritten signature in cursive script, appearing to read "Heidi Scheppe".

	NAME	ADDRESS	CITY
	GTC		
	NORTHWESTERN MICHIGAN COLLEGE	1701 E FRONT ST	TRAVERSE CITY
	TCAPS	412 WEBSTER ST	TRAVERSE CITY
	STATE OF MICHIGAN		
	TBA/ISD	PO BOX 6020	TRAVERSE CITY
	BATA	3233 CASS RD	TRAVERSE CITY
	GTC MED CARE		
	GTC COA		
	TRAVERSE AREA DISTRICT LIBRARY	610 WOODMERE	TRAVERSE CITY
	TC SENIOR CENTER	801 E FRONT ST	TRAVERSE CITY
	BLAIR TOWNSHIP TREASURER	2121 COUNTY HWY 6	GRAWN
	PENINSULA TOWNSHIP	13235 CENTER RD	TRAVERSE CITY
	CITY OF TC	400 BOARDMAN AVE	TRAVERSE CITY
	TIF 97	City	
	CSX BROWNFIELD	Heidi	
	GTC ROAD COMMISSION		
	RECREATION AUTHORITY	324 MUNSON AVE	TRAVERSE CITY
	GARFIELD TOWNSHIP TREASURER	3848 VETERANS DR	TRAVERSE CITY
	ELK RAPIDS SCHOOLS	707 E THIRD ST	ELK RAPIDS
	FOREST AREA SCHOOLS	7741 SHIPPY RD SW	FIFE LAKE
	GREEN LAKE TOWNSHIP	PO BOX 157	INTERLOCHEN
	WHITEWATER TOWNSHIP	PO BOX 159	WILLIAMSBURG
	FIFE LAKE TOWNSHIP	9777 VANS LN	FIFE LAKE

	City Opera House Heritage Assoc. Inc	2013	51-794-034-00
	City of Traverse City	2014	51-794-034-00
	Goense Audrey to GTC	2014	51-778-171-00

Long Lk Twp	Mayfield Twp	Paradise Twp	Peninsula Twp	Union Twp	Whitewater Twp	City	TIF97
						2,627.00	6,361.99
						2,692.66	6,420.60
						16.18	

Adjustment Report

Date Time: 4/10/2013 10:15 AM - IP: T00017

51-794-034-00

City Opera House Heritage Assoc Inc.

	ORIGINAL	COUNTY	FINAL	DIFFERENCE			Refund		
TAXABLE	369,264	0	0	(369,264)					
LEV	524,300	0	0	(524,300)					
PRE/MBT TAXABLE	0	0	0						
NON PRE/MBT TAXABLE	369,264	0	0	(369,264)	Summer	Interest	Refund	61.5%	Non Capture
						0.035	+	0.515	
(S) CITY	4,104.99	0	0	(4,104.99)		(143.67)	(4,248.66)	(2,612.93)	(1,635.74)
(S) CITY ACT 345	856.69	0	0	(856.69)		(29.98)	(886.67)	(545.30)	(341.37)
(S) COUNTY	1,840.33	0	0	(1,840.33)		(64.41)	(1,904.74)	(1,171.42)	(733.33)
(S) BATA	127.54	0	0	(127.54)		(4.46)	(132.00)	(81.18)	(50.82)
(S) TBA/ISD	1,082.38	0	0	(1,082.38)		(37.88)	(1,120.26)		(1,120.26)
(S) STATE ED	2,215.58	0	0	(2,215.58)		(77.55)	(2,293.13)		(2,293.13)
(S) TCAPS-OPERATING	6,646.75	0	0	(6,646.75)		(232.64)	(6,879.39)		(6,879.39)
(S) TCAPS-DEBT	1,144.71	0	0	(1,144.71)		(40.06)	(1,184.77)		(1,184.77)
(S) NMC-OPERATING	400.68	0	0	(400.68)		(14.02)	(414.70)	(255.04)	(159.66)
(S) NMC-DEBT	138.47	0	0	(138.47)		(4.85)	(143.32)	(88.14)	(55.18)
(S) DDA	666.07	0	0	(666.07)		(23.31)	(689.38)	(423.97)	(265.41)
(S) City 2% Penalty	0	0	0	0.00		(384.48)			(384.48)
(W) COA	184.63	0	0	(184.63)				(113.55)	(71.08)
(W) MEDICAL CARE	243.52	0	0	(243.52)				(149.76)	(93.76)
(W) LIBRARY-OPER	352.57	0	0	(352.57)				(216.83)	(135.74)
(W) LIBRARY-DEBT	55.46	0	0	(55.46)				(34.11)	(21.35)
(W) NMC-OPERATING	400.61	0	0	(400.61)				(246.38)	(154.23)
(W) NMC-DEBT	138.47	0	0	(138.47)				(85.16)	(53.31)
(W) REC AUTH-OPER	36.7	0	0	(36.70)				(22.57)	(14.13)
(W) REC AUTH-DEBT	107.08	0	0	(107.08)				(65.85)	(41.23)
(W) COA-SENIOR CEN	36.92	0	0	(36.92)				(22.71)	(14.21)
(W) GTC ROAD 2013-15	369.26	0	0	(369.26)				(227.09)	(142.17)
(S) TOTAL TAXES	19,224.19	0	0	(19,224.19)					
(W) TOTAL TAXES	1,925.22	0	0	(1,925.22)					
(*) TOTAL TAXES	21,149.41	0	0	(21,149.41)		(1,057.33)	(22,206.74)	(6,361.99)	(15,844.75) (22,206.74)

	ORIGINAL	COUNTY	FINAL	DIFFERENCE					
TAXABLE	375,172	0	0	(375,172)					
SEV	726,100	0	0	(726,100)					
PRE/MBT TAXABLE	0	0	0	0					
					Refund				
					+				
NON PRE/MBT TAXABLE	375,172	0	0	(375,172)	Summer Interest	Interest	61.1%	Non Capture	
					0.035		0.611		
(S) CITY	4,170.67	0	0	(4,170.67)	(145.97)	(4,316.64)	(2,637.47)	(1,679.17)	
(S) CITY ACT 345	870.39	0	0	(870.39)	(30.46)	(900.85)	(550.42)	(350.43)	
(S) COUNTY	1,869.78	0	0	(1,869.78)	(65.44)	(1,935.22)	(1,182.42)	(752.80)	
(S) BATA	129.58	0	0	(129.58)	(4.54)	(134.12)	(81.94)	(52.17)	
(S) TBA/ISD	1,099.70	0	0	(1,099.70)	(38.49)	(1,138.19)		(1,138.19)	
(S) STATE ED	2,351.03	0	0	(2,351.03)	(78.79)	(2,329.82)		(2,329.82)	
(S) TCAPS-OPERATING	6,753.09	0	0	(6,753.09)	(236.36)	(6,989.45)		(6,989.45)	
(S) TCAPS-DEBT	1,163.03	0	0	(1,163.03)	(40.71)	(1,203.74)		(1,203.74)	
(S) NMC-OPERATING	407.09	0	0	(407.09)	(14.25)	(421.34)	(257.44)	(163.90)	
(S) NMC-DEBT	138.81	0	0	(138.81)	(4.86)	(143.67)	(87.78)	(55.89)	
(S) ODA	676.73	0	0	(676.73)	(23.69)	(700.42)	(427.95)	(272.46)	
(S) City 2% Penalty	0	0	0	0.00	(390.60)			(390.60)	
(W) COA	187.58	0	0	(187.58)			(114.61)	(72.97)	
(W) MEDICAL CARE	247.42	0	0	(247.42)			(151.17)	(96.25)	
(W) LIBRARY-OPER	358.21	0	0	(358.21)			(218.87)	(139.34)	
(W) LIBRARY-DEBT	54.55	0	0	(54.55)			(33.33)	(21.22)	
(W) NMC-OPERATING	407.02	0	0	(407.02)			(248.69)	(158.33)	
(W) NMC-DEBT	138.81	0	0	(138.81)			(84.81)	(54.00)	
(W) REC AUTH-OPER	37.29	0	0	(37.29)			(22.78)	(14.51)	
(W) REC AUTH-DEBT	112.55	0	0	(112.55)			(68.77)	(43.78)	
(W) COA-SENIOR CEN	37.51	0	0	(37.51)			(22.92)	(14.59)	
(W) GTC ROAD 2013-15	375.17	0	0	(375.17)			(229.23)	(145.94)	
(S) TOTAL TAXES	19,529.90	0	0	(19,529.90)					
(W) TOTAL TAXES	1,956.11	0	0	(1,956.11)					
(*) TOTAL TAXES	21,486	0	0	(21,486.01)	(1,074.14)	(22,560.15)	(6,420.60)	(16,139.55)	(22,560.15)

Traverse City, MI

Redevelopment Ready Communities Development Feasibility Report
July 2015



About Our Team

Peter Allen & Associates (PAA) works on behalf of the Michigan Economic Development Corporation (MEDC) to analyze and recommend development sites in communities that are candidates in MEDC’s Redevelopment Ready Community Program (RRC). The PAA Team is comprised of a select group of graduate students and alumni of the University of Michigan who are trained in a variety of fields and have a diverse set of professional experiences. This dynamic team provides a multidisciplinary approach to development and employs a holistic review of the development potential.

The PAA holistic analysis approach employs a variety of market data and design techniques, and engages neighborhood participation to formulate the best recommendations for the community. PAA seeks to create a vision that the local community embraces and that can be realized through further collaboration between neighbors, developers and local governments.



Peter Allen
Peter Allen & Associates



Doug Allen
Peter Allen & Associates



Lisa Sauve
Synecdoche Design Studio



James Carpenter
*MUP 2014
JD 2017*



Katrina Chaves
MUP 2016

OUR PROCESS:



Our Mission:

Facilitate a strategy to redevelop walkable, urban, historic downtowns to attract and retain millennials.

OUR EXPERTISE:



ACKNOWLEDGMENTS

THE CITY OF TRAVERSE CITY:

Tom Mair	Artist Development Agency
Tom Menzel	CEO, BATA
Karl Kovacs	CEO, Northern Lakes Mental Health
Connie Deneweth	CEO, Traverse City State Bank
Jean Derenzy	Deputy Director, Grand Traverse County Planning & Development Dept.
Russ Soyring	Planning Director, Traverse City Planning Department
Rob Bacigalupi	Executive Director, Downtown Development Authority
Colleen Pavegliu	Downtown Development Authority
Jarc Kittendorf	Downtown Development Authority
Nina Taladico	Downtown Development Authority
Rick Korndorfer	Downtown Development Authority
Steve Constantin	Downtown Development Authority
Nicole Vankless	Downtown Development Authority; Parking Services
Nick Besdleston	Freelance Journalist
Tyler Bevier	Grand Traverse County Planning & Development Department
Bernard Stover	Harbour View Center
Pamela Stover	Harbour View Center
Bradley Matson	Kitchen Digital
Kirsten Matson	Kitchen Digital
Donna Folgarelli	Owner, Folgarelli's
Ellen F. Venson	Property Owner
Matt Hodges	Realtor, Exit Realty Traverse City
Carol Thompson	Record Eagle Reporter
Lionel A. Thompson	Red Mill District Property Owner
John Zuckman	The Candle Factory
P. Townsend	Traverse City Historical Commission
Jan Warren	Traverse City Planning Commission
John Serratelli	Traverse City Planning Commission
Linda Koebert	Traverse City Planning Commission
Jody Bergman	Traverse City Planning Commission
Gary Howe	Traverse City, City Commissioner
Jeanine Easterday	Traverse City, City Council
Martin Collman	Traverse City, City Manager
Michael Vickery	Volunteer, FLOW (For Love of Water)
Dan Falconer	Warehouse MRKT

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION [MEDC]:

Jennifer Rigterink	Redevelopment Ready Communities
Byan Leonard	Redevelopment Ready Communities

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*This report was prepared on behalf of the Michigan Economic Development Corporation. No guarantees are made for the accuracy of the information or the development feasibility contained herein. We have tried our best to present the most feasible option based on the information we gathered for the subject building or site, however, all **the assumptions in this report need to verified with the respective authorities.***



Traverse City Redevelopment of THE RED MILL DISTRICT

SUMMARY

Peter Allen & Associates is pleased to present Traverse City with a mixed-use, transit-oriented redevelopment plan that will anchor the downtown west end. The proposed multi-modal urban village in the Red Mill District will feature a mix of 238 new rental apartments and luxury condominium units and 100,000 SF of new office and retail space. The approximately \$100 M development proposed over three phases and seven blocks is designed to provide a mix of housing and retail options that appeal to the Millennial Generation as well as to more affluent residents of Traverse City seeking an urban lifestyle with waterfront views.

The site is within walking distance of both Grand Traverse Bay and the Boardman River, and a diversity of retail boutiques, dining and entertainment destinations in the adjacent Central and Old Towne neighborhoods. It is well suited to promote connections between both waterfronts and build on existing development in the adjacent neighborhoods. The proposed site plan will introduce a new centrally located Red Mill Street to promote walkable access to the waterfront, as well as provide connections and increased retail activity along Garland, Hall and Front Streets.

Summary Assumptions

- 5-15+ year development plan will entail land assembly of 7 parcels for \$100 M of sidewalk retail, Millennial rental apartments and luxury condos with views of the Boardman River and Grand Traverse Bay.
 - **Phase 1:** \$50 M of development in condominiums & apartments on the north end of site.
 - **Phase 2:** \$20 M of development in retail, condominiums & apartments along Front Street.
 - **Phase 3:** \$28 M of development in retail, condominiums & apartments connecting Phases 1 & 2 into a complete Red Mill District.
- Total of 238 new dwelling units & 100,000 SF of new retail and office space.
50 downtown retail shops over three phases and seven blocks, 7.6 acres.
Retail incubator spaces 20 feet wide along the sidewalk and 50 feet deep.
475 new parking spaces, including duplicating existing parking, additional parking for new development at lower ratio of needs/unit, and additional public parking all financed, owned, and managed by DDA.

KEY RISKS TO MANAGE/ACCOMPLISH PRIOR TO NEW CONSTRUCTION

Economic Cycle & Timing

- 2 to 3 economic cycles to fully absorb and stabilize, perhaps 10-15+ years.
- Start with north end, mostly for sale condos overlooking water, then Front Street south end and finish with the infill between.

Market Research

- Confirm market depth for significant expansion of authentic local retail, Millennial rental capacity and unit sizes, and luxury Baby Boomer condos with waterfront views.
- Confirm market now at \$300/SF purchase prices, \$1.50 per mo.; \$18/SF resi rental & \$25/SF incubator retail spaces.
- Compare to actual costs, we think around \$230/SF total costs.

WOW Architecture

- Massing takes advantage of riverfront views, extension of the city grid and neighboring districts to create extensive storefront retail and dwelling units.
- Parking.
- A huge issue is the height of the buildings: Do lakefront buildings get the views with 8th St building views blocked, or does the first building to go up establish the precedent for the remaining buildings?

Construction Costs

- At \$225/SF costs, should be adequate profit margin.
- Requires 30% pretax gross margin to justify.

Social & Community Goals

- Replace surface parking with community needs, e.g. millennial/workforce housing, incubator retail and luxury waterfront condos.
- Connect between Warehouse District and access to the lake front.
- Create racetrack look to connect current downtown to the Boardman River bend, Warehouse & Red Mill District to the Grand Traverse Bay and back to downtown.
- Parking requirements will be reduced for workforce housing because of close access

to BETA, downtown work and alternative transportation options (bike, uber, etc.).

- Engage MDOT to provide multi-modal options, especially pedestrian and bicycle access to waterfront.

Political Approvals

- Zoning and FAR's considered.
- TIF capacity for infrastructure.
- All parking financing, construction and leasing responsibility of the DDA. Parking will be a huge consideration to any developer. Having a proactive plan from the DDA as part of the redevelopment package for the developer should be created.

Equity & Debt

- Meet with all 7 property owners to gauge their goals, values, capacities, timing
- Folgarelli's Market a starting point?
- Assemble the sites for development in phases.
- Agree on Master Developer.

Sales & Leasing:

- Presell 50% of condos.
- Prelease or presell retail.

Developer

- Find a redevelopment team that includes an experienced, ideally local, architect, contractor, marketing expert and developer.
- New Master Developer should aggregate all the owners as sellers or partners to accomplish goals.
- Create Master Development Plan appropriately phased to develop as absorption justifies.

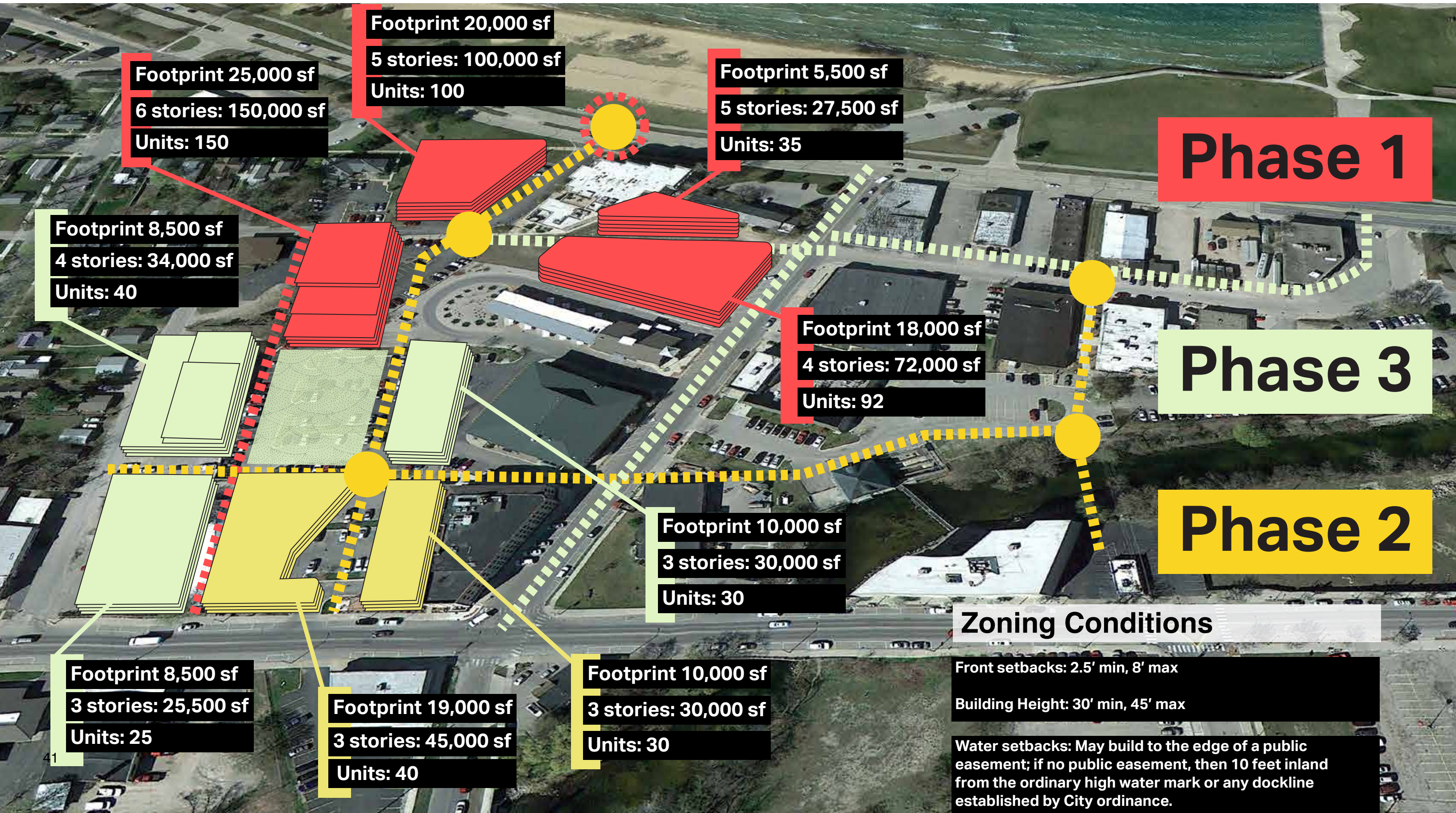
Proposed Development

We have been most successful with our many downtown analyses across the state bringing sidewalk, entrepreneurial small retail spaces together with residential housing above. We offer the following architectural ideas as a feasible idea: Not easy, but doable in today's market. Depending on the location and building,

we like to combine the best of the following elements into our new designs:

- waterfront sites
- historic buildings
- smaller, incubator retail and residential spaces
- property ownership instead of rental

Maximum By-Right Development



Parking Requirements: Maximum By-Right Development



400 cars

96 cars

180 cars

80 cars

350 cars

210 cars

500 cars

The development site currently has 356 parking spots on surface lots. If the properties develop to maximum by-right capacity the parking demand with an existing allocation of 1.5 spots/unit would require 3x the parking, approximately 960 spots.

The development has an ideal multi-model opportunity with BETA transit on site as well as walkable to downtown amenities. It is also anticipated that an additional 500 parking spots will be added by the city in proximity to the site to be available to retail patrons, office workers, visitors and possibly residents.

It is recommended to reduce parking allocations based on these benefits to avoid expensive underground parking and the burden so substantial construction fees for cars.

Property Owners & Development Massing

North Peak *COURT*

Folgarelli's *CORNER*

CM Health *WAVES*

Bernie Stover *STACKS*

CM Health *EDGE*

Bernie Stover *SLOPE*

Lionel Thomas *POINTS*

GRANDVIEW PARKWAY



BRYGHUSPROJEKTET BY OMA



MERIDIAN 105 ARCHITECTURE



North Peak *COURT*

CM Health *WAVES*

Bernie Stover *STACKS*

Lionel Thomas *POINTS*

Bernie Stover *SLOPE*



44 BIG ARCHITECTURE

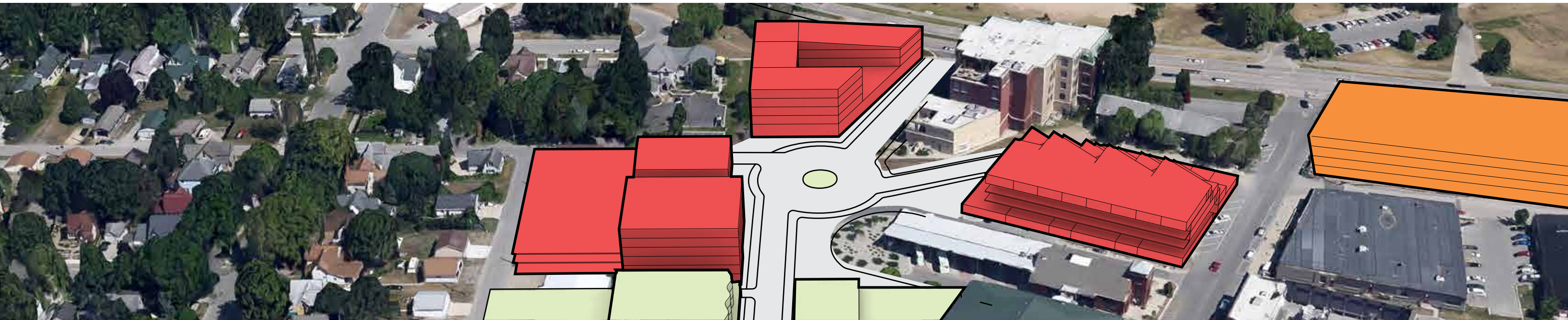
Building Style & Form Precedent

The architecture for such a large development should be coordinated through several architects and design styles. It is important to create variations in scale, material, and massing to give character, rather than a monolithic presence, to the Red Mill District.



BY: STUDIO UP

SHARED SQUARE: Community Place Making



In the center of the Red Mill District is a traffic circle that also converts to a shared public square. The new road that passes through the development continues the city grid, but with pedestrian friendly features. Curbless streets give a sense that the entire road is a sidewalk, slowing down cars and allowing restaurants to extend into the street for large outdoor dining opportunities.



Red Mill District: Neighborhood Connections

The new Red Mill Street creates cross connections along Front Street, the service alley and continues Garland Street into the shared square on the north end of the development. These nodes compound the amount of corner retail spaces, create meeting points as well as make walkable blocks throughout the development.

Parkway

Gillis

Red Mill Street

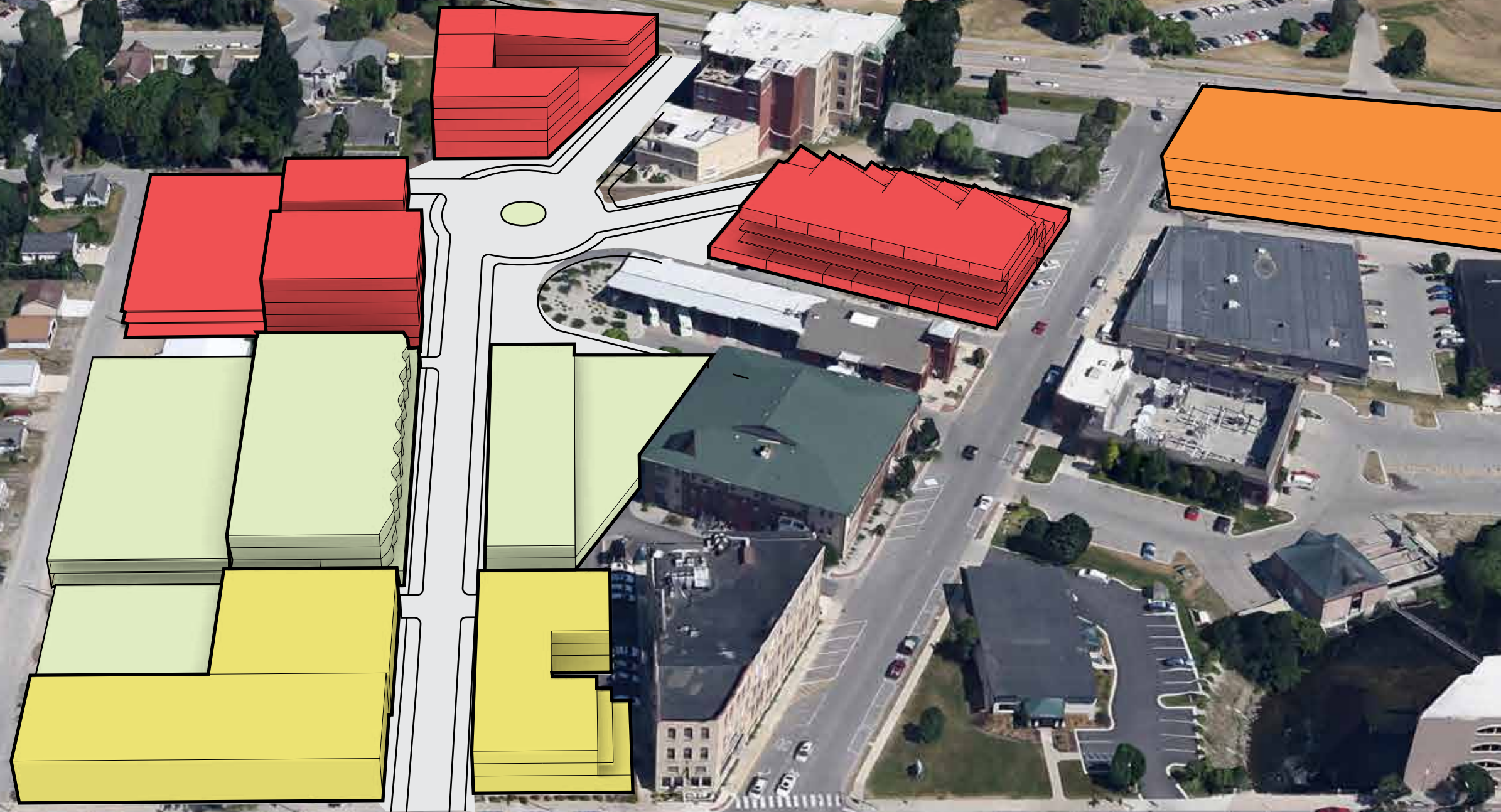
Hall Street

Garland Street

Front Street

Building Development: 65% of Maximum Potential

The massing of the development takes advantage of approximately 65% of maximum by-right development potential. The addition of Red Mill Street and the public square reduces maximum building potential but adds higher values through public amenities and qualities place making opportunities. Massing steps down from the center of the site to gradually adjust height towards the 2-story single family homes to the west to maintain a proportional scale as well as towards the bay to maximize bay views through the center of the site.



238 Dwelling Units & 475 Parking Spots

28 Units

38 Units

180 Parking

52 Units

150 Parking

36 Units

45 Parking

46 Units

45 Parking

22 Units

55 Parking

16 Units

Building Development Value: ~\$83 Million

\$10,865,000

\$9,023,750

(P) \$6,300,000

\$11,850,000

(P) \$5,250,000

\$12,462,500

\$16,362,500

\$6,200,000

\$4,787,500

Land Development Value: ~\$12.5 Million

Based on 15% development value

\$1,629,750

\$1,353,563

\$945,000

\$1,777,500

\$787,500

\$1,869,375

\$2,454,375

\$930,000

\$718,125

Downtown Trends and Market Research

Our team, staffed with bright millennials who understand “excite the sidewalk” downtown dynamics, is also well versed in real estate development.

Our assignment is to bring the best and brightest millennials to your city, create a lively downtown, and stimulate the city

with young people, many of whom grew up here.

To do this well, we have researched two key trends, millennial job growth and real estate markets essential for downtown health.

Walkscore & Power of 10

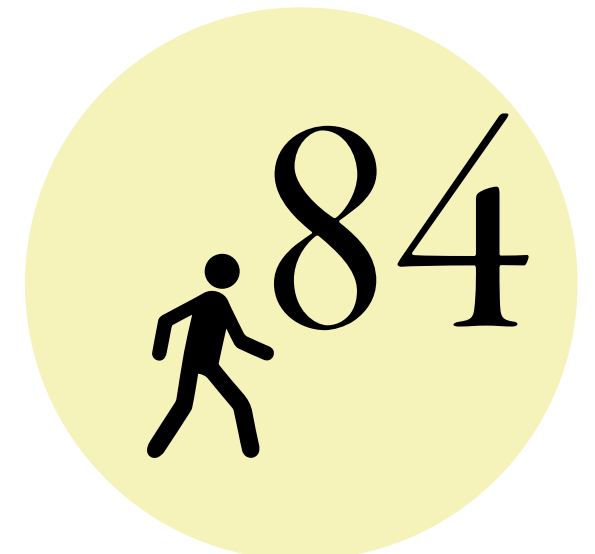
Walkscore: One of the key features that can make a downtown attractive is a patron's ability to walk to necessary amenities. Originally all errands could be accomplished within what is by today's standards a very confined space of 2-3 square miles. A grocer, post office, hardware store, dry goods, dentist and various other venues would line a town's main corridor and were all within walking distance of each other. These necessary sites were often intermingled with specialty shops like bakeries, hobby stores, sweet shops and assorted boutiques. This diverse streetscape provided an interesting walk and a wide assortment of choices nestled within a limited space. Since the inception of American downtowns the cheap price of fossil fuels along with American's preference for larger lot sizes has rendered obsolete many of the aspects that made a downtown so attractive and useful*. The shops that were once compact and close to the sidewalk on a small main street have been blown up in size and put out on high speed corridors surrounded by seas of parking lots. While this shift in layout is not all bad and

many people find this sprawl culture convenient, a new trend is emerging in America that embraces the original downtown model. In fact, areas across the United States with the highest home values and rental rates are those that have easily accessible and vibrant downtowns.* Traverse City, like many historic downtowns across Michigan, can use this rekindled appreciation for downtowns to its advantage.

Walkscore.com* was used to determine the walkability of the downtown Traverse City. The map shows the subject property as the center of a walking map. The inner dashed line represents a five minute walk while the outer dashed line represents a ten minute walk. A premium walkscore is high 80s and above, indicating that most major errands and amenities can be accomplished or purchased within a short distance and are walkable. Traverse City has a very good walkscore of 84. There are many shops geared toward both necessity and recreation that create a strong basis for a vibrant down-

town. A key component of this new development will be to transfer the ease of accessibility available elsewhere in town into the newly constructed Red Mill District.

Inset on the map is a Power of Ten analysis as created by the RRC Team. A Power of Ten is a very individual list and may be different for each person in town, but the core principle of it remains the same regardless who creates it. The main concept is that given a location in a downtown, one can think of ten locations or activities that he would like to visit, all within walking distance. Traverse City has much to offer for a Power of Ten, however, there are still may be room for improvement by increasing transit ridership on BATA as well as having some main thoroughfares pay better heed to the pedestrian. Leveraging these market strategies as well as making full use of the connectivity between downtown and the waterfront could increase Traverse City's Walkscore and Power of Ten significantly while undoubtedly making the town more inviting to locals and tourists alike.



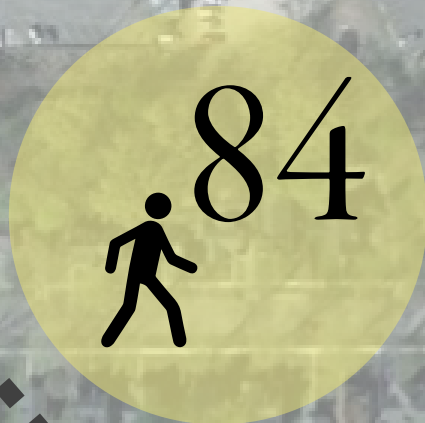
Leinberger, Christopher B. "Requires a High Turning Around Downtown: Twelve Steps to Revitalization." METROPOLITAN POLICY PROGRAM (March 2005): n. pag. Web. 15 May 2015. <http://www.brookings.edu/~media/research/files/reports/2005/3/downtownredevelopment-leinberger/20050307_12steps.pdf>.

Cortright, Joe. "Walking the Walk." Science 307.5712 (2005): 1009d. Web. 25 May 2015. <<http://www.reconnectingamerica.org/assets/Uploads/2009WalkingTheWalk-CEOsforCities.pdf>>.

"Get Your Walk Score." Walk Score. N.p., n.d. Web. 30 May 2015. <<https://www.walkscore.com/>>.

10 Min Walk

5 Min Walk



1. Workshop Brewing Co.
2. Potter's Bakery & Cafe
3. North Peak Brewing Co.
4. J&S Hamburg
5. Folgarelli's Market & Wine Shop
6. Farmer's Market
7. Kilkenny's
8. Blk\Mrkt



1. Boyne Country Sports
2. BATA Transit Center



1. Bijou by the Bay Movie
2. State Theater
3. History Center of Traverse City



1. West End Park
2. Clinch Park
3. Boardman River
4. Kid's Creek
5. Grand Traverse Bay

12 Critical Elements for Neighborhood & Downtown Vitality

1. SAFETY

Most people are only willing to visit environments where they feel safe and secure. Regardless of the actual nature of criminal activity within an area, the mere perception of an unsafe or declining neighborhood can be enough to detract visitors. Well-kept facades and windows, clean sidewalks and streets promote the perception of a safe environment. People are attracted to spaces that are filled with other people. Well-lit and walkable sidewalks are an essential component of downtowns with consistent flows of pedestrian traffic.

2. MULTI-MODAL TRANSIT

Transit accessibility through multi-modal options is a deeply held value for many in the millennial generation who prefer to bike, walk, and ride the bus or rail to destinations, rather than drive. Safe and reliable public transit, bike lanes and sidewalks designed for pedestrians give people a range of options to accommodate their lifestyles. Aligning development with the BATA transit node can catalyze further economic development and provides opportunity to increase ridership for existing transit routes.

3. CHARACTER ARCHITECTURE

A downtown's architecture and building façades provides the first impression to a visitor or resident. Historic, distinct and memorable architecture that is human scale creates a unique sense of place for the downtown and promotes a pedestrian-oriented experience that is at the heart of a vibrant downtown or neighborhood.

4. ACTIVE STREETSCAPES

A walkable environment geared to the pedestrian experience is paramount to a vibrant downtown. Elements that promote walkability include wayfinding, lighting, engaging storefronts and urban landscaping. During the winter season, vibrant downtowns and neighborhoods embrace the cold weather and find creative ways to encourage people to walk the streets.



downtownbellevue.com



citylab.com

Vibrant, livable and healthy downtowns and neighborhoods are a magnet for millennials seeking quality of life in an urban setting. Our team has observed 12 common elements that are critical for neighborhood and downtown vitality based on having lived, worked and visited many successful downtowns in Michigan and throughout the country. We believe a combination of these elements will create an attractive central destination that provides memorable, unique and authentic pedestrian-oriented experiences. We seek to apply these principles in our proposals for the Red Mill District in Traverse City.



chelseamich.com; Burill Strong Photography

5. PUBLIC, MULTI-USE DESTINATIONS

A walkable environment geared to the pedestrian experience is paramount to a vibrant downtown. Elements that promote walkability include wayfinding, lighting, engaging storefronts and urban landscaping. During the winter season, vibrant downtowns and neighborhoods embrace the cold weather and find creative ways to encourage people to walk the streets.

6. YEAR-ROUND EVENTS & PROGRAMMING

Regular programming brings foot traffic and promotes awareness of downtown's unique amenities – its landscapes, music, culture and food. The programming of a space also engages local merchants, artists, and entrepreneurs in the revitalization process. Recurring events such as a weekly farmer's market can attract hundreds of people on a regular basis, and seasonal programming such as winter festivals and holiday-themed events also draw people to the streets during the cold weather months.



quartierdesspectacles.com



detroit.chelocal.com



alpenadowntown.com



www.radlabsd.com



ozaukeemag.com



afar.com/travel-guides/unit-ed-states/michigan/alpena/guide



lafoundation.org



downtownreading.com



artlightnow.wordpress.com/2013/12/14/winter-festival-2013-ithaca/

EXCITE THE WATERFRONT¹

An excellent synergy of a public multi-use destination and programming can be realized on the city's dual waterfronts. Development along these edge can be uniquely tailored to enrich the community's quality of life and spur economic activity.



CREATE A COMMUNITY FRONT YARD

- unique character and sense of place
- engaging, lively and memorable experiences
- programming / public art / landscaping / lighting



ENGAGE THE WATERFRONT

- publicly accessible focal points / nodes of activity
- spaces for daily and occasional use
- special events and regular gathering places



PROMOTE CONNECTIONS

- physical access TO the water and ALONG the water
- tailored to the pedestrian experience
- wayfinding / seating / bike parking / landscaping
- sidewalks / pathways / riverfront promenades / bike lanes
- maximize views of the water from streets and buildings
- physical access connecting Grand Traverse Bay and the Boardman River



MAINTAIN NATURAL SYSTEMS

- riparian buffer zone
- pervious and locally sourced materials
- green infrastructure / native plants



¹“A Guide to Riverfront Development”, 2013 Riverlife Pittsburgh, riverlifepgh.org
Icons from The Noun Project (Ilsur Aptukov, Thales Muller, Shane Holly)

7. ARTS, SPORTS & ENTERTAINMENT

These elements are catalysts that unite people and draw those who otherwise may not visit downtown. When combined with programming, art and culture can be strong economic drivers for revitalization. There is opportunity to leverage the increase in activity from a downtown show or event with dinner and drinks at a nearby restaurant or shopping.

8. UNIQUE SHOPPING, DINING & SERVICES

Third Places are social gathering spaces in addition to homes and workplaces that are important for community vitality. Venues such as bars and pubs, cafes, barbershops, bakeries and bookstores provide informal gathering places for people to socialize and interact. Merchants that are open throughout the day and night promote an 18 hour downtown that is filled with activity well after business hours and a diverse mix of local and community-oriented businesses also create a rich vibrancy that is infused with local culture and tastes.

Operators with the energy and commitment to seeing the downtown thrive and succeed are a necessary component to a strong commercial district. They can provide consistent business hours and engaging store displays during peak and off-season that also reinforce the vibrancy of a downtown district. As more people flock to online shopping, retailers should strongly consider expanding their operations and conducting their marketing and promotional activities both online and in-store.



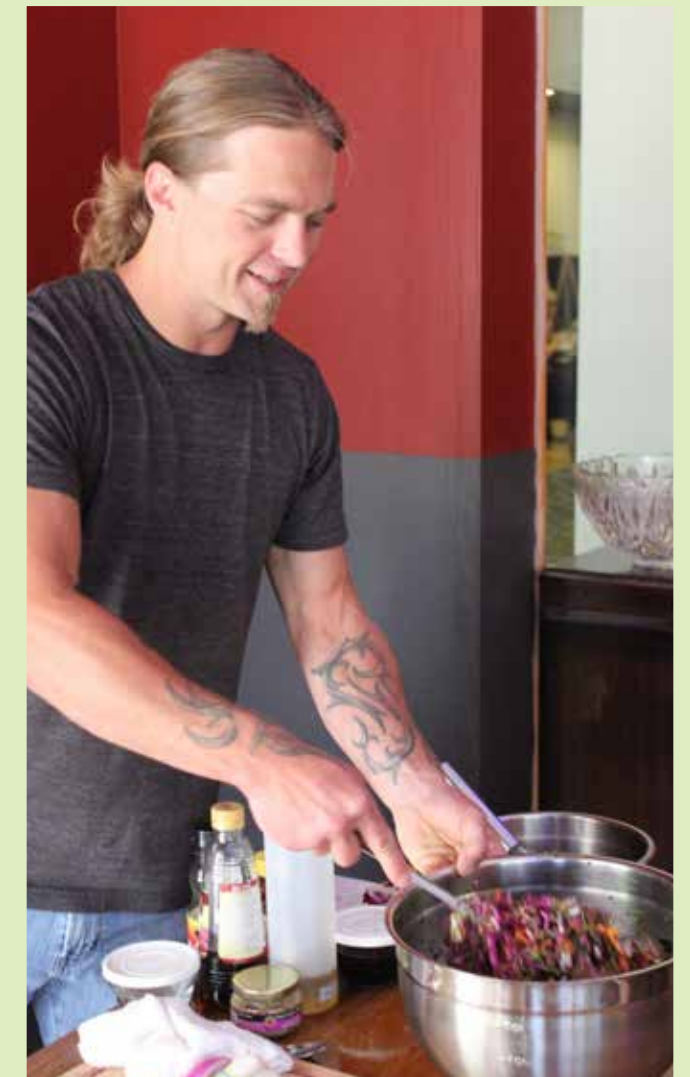
michigansweetspot.com



quartierdesspectacles.com



theglenwoodmarket.com/market/index.htm



<https://travelwithcastle.wordpress.com>



www.traversecity.com/



daybreakgallery.com

9. DIVERSITY OF PEOPLE AND LIFESTYLES

A truly vibrant downtown will draw a diversity of people of all ages, backgrounds and lifestyles. It will be accessible and welcoming for long-time residents and visitors, families, young single millennials, children and seniors. This diversity of downtown patrons will be reflected in the programming, design and use of space, merchants and services.

10. HOUSING OPTIONS

There is a strong market for historic buildings that offer modern amenities and a convenient, central location. Vibrant downtowns need to provide affordable housing for millennials and other groups who may be getting priced out of the downtown core. Housing for families who want to stay downtown and raise their children in the neighborhood is also important, as are accessible units for those with mobility challenges and seniors and empty nesters to promote aging in place. Although these options do not necessarily have to exist in one building, considering how downtown can provide a greater mix of housing options will facilitate a more diverse tax base and readily-available market within the area, ensuring there is activity on the street after regular business hours.

11. COMMUNITY AND SOCIAL ORGANIZATIONS

It is absolutely critical to have a mix of stakeholders and interests that are engaged and committed to seeing the community succeed. In addition to the groups that are typically involved in downtown development such as the downtown development authority and local chamber of commerce, partner organizations can also include neighborhood block clubs, merchants associations, the local theatre or arts collaborative or a bicycling club. How can the downtown community find ways to collaborate and cooperate with stakeholders who may be excluded from the process, but offer a fresh perspective on common issues?

12. CULTURAL, HISTORICAL & RELIGIOUS LANDMARKS

These are elements that are often in abundance and convey the heritage of your downtown. Preserving these invaluable assets and developing the connection with downtown through branding and promotion, or aligning with seasonal programming are all strategies for showcasing these qualities that are unique to your community.



manisteeKitchen.org



kgi.org/jesses-garden



time.com



trinityofmarshall.org



michigan.org/city/battle-creek/



upperpeninsula.biz/

Average Employment Growth & Corresponding Potential Income for Rent in Traverse City, Ages 22-34

In order to justify new construction there has to be a demand and willingness by consumers to absorb the housing stock created. In Traverse City this type of downtown apartment or condominium product has not been built for decades, however similar projects currently in the pipeline suggest that a demand exists and construction of such units is feasible. To gauge whether the proposed rents can be afforded, the team has extracted the statistics from new hires in the top five industries within Grand Traverse

County for the millennial target market of young professionals age 22-34.* Using the rule of thumb commonly used by developers when determining market rate pricing it can be determined how much each of these new hires would be able to afford for housing purposes.* With an average income for rent of \$675, the chart indicates that most sectors cannot afford an apartment on their own but are very close, furthermore, when two incomes are combined as roommates or as couples, new market construction

is justified. When taking into account a two person income, all of the top five industries in Traverse City could afford \$920 to \$1,800 per month on housing.

1 Year Estimates between 2013 Q2 to 2014 Q1
* Based on county data from US Census Bureau County Business Patterns (CBP) program and the 2010 Census.
CBP data for 2012 were released in May, 2014
"QWI Explorer." QWI Explorer. N.p., n.d. Web. 10 May 2015. <<http://qwiexplorer.ces.census.gov/#x=0&g=0>>.
Eldred, Gary W. Investing in Real Estate. Hoboken, NJ: John Wiley & Sons, 2012. Print.

Leading Industries	Avg. New Jobs	Avg. New Hires	Potential Income Towards Rent/Mo.	
			Single Income	Double Income
Retail Trade (16.8%)	203	368	\$460	\$920
Health Care & Social Assistance (11.9%)	187	366	\$750	\$1,500
Professional, Science & Tech Services (11.4%)	52	74	\$775	\$1,550
Construction (10.0%)	139	173	\$910	\$1,820
Other Services (except Public Admin.) (8.3%)	56	96	\$483	\$967
Total	637	1077	\$675	\$1,352

Traverse City Salary Value: Compared to National Cities Based on Cost of Living

A key advantage that Michigan towns like Traverse City have to other parts of the country is the cost of living. This discrepancy in relative value of a dollar could be marketed as a huge selling point for millennials who have spent a few years in larger cities starting their careers and who would now like a change of pace or who have perhaps acquired a bit

of savings and are looking to settle down. This is an even stronger selling point if those young professionals are able to retain their current job and work remotely from home or at a satellite office nearby, thereby earning the same big city pay while living with 30-40% less expenses. The chart shows how much more one would have to earn in large cities

across America in order to enjoy the same quality of life at a certain salary paid in Traverse City. This additional income saved with lower expenses in Traverse City would ostensibly be introduced into the local economy.

source: marketwatch.com

Traverse City Current	Detroit	Grand Rapids	Chicago	Dallas	New York	San Francisco
	22.5%	16.2%	33.7%	26.2%	50.6%	49.6%
\$30,000	\$36,750	\$34,860	\$40,110	\$37,860	\$45,180	\$44,880
\$40,000	\$49,000	\$46,480	\$53,480	\$50,480	\$60,240	\$59,840
\$50,000	\$61,250	\$58,100	\$66,850	\$63,100	\$75,300	\$74,800
\$60,000	\$73,500	\$69,720	\$80,220	\$75,720	\$90,360	\$89,760
\$70,000	\$85,750	\$81,340	\$93,590	\$88,340	\$105,420	\$104,720
\$80,000	\$98,000	\$92,960	\$106,960	\$100,960	\$120,480	\$119,680

Financial Analysis

Phase 1 Development: ~\$50 Million, 3-5 yrs

PHASE 1 Lionel and Bernie (POINTS, SLOPE & STACKS)					
UNIT TYPE	SF	UNIT AMT	\$/SF		
PARKING		225	\$35,000		\$7,875,000
OFFICE	14,000		\$150		\$2,100,000
RETAIL	51,350	33	\$200		\$10,270,000
CONDO	51,050	41	\$300		\$15,315,000
RENTAL	52,100	71	\$150		\$7,815,000
Building Development					\$43,375,000
Land Value					\$6,506,250
Total Development Value					\$49,881,250

Phase 2 Development: ~\$20.5 Million, 5-10 yrs

<i>PHASE 2 North Peak/Folgarelli's (COURT & CORNER)</i>				
UNIT TYPE	SF	UNIT AMT	\$/SF	
PARKING		45	\$35,000	\$1,575,000
RETAIL	26,000	13	\$200	\$5,200,000
CONDO	25,000	20	\$300	\$7,500,000
RENTAL	24,000	32	\$150	\$3,600,000
TOTAL				\$17,875,000
Land Value				\$2,681,250
Total Development Value				\$20,556,250

Phase 3 Development: ~\$28 Million, 5-15 yrs

<i>PHASE 3 CM Health (WAVES & EDGE)</i>				
UNIT TYPE	SF	UNIT AMT	\$/SF	
PARKING		205	\$35,000	\$7,175,000
RETAIL	27,000	18	\$200	\$5,400,000
CONDO	15,000	12	\$300	\$4,500,000
RENTAL	46,500	62	\$150	\$6,975,000
TOTAL				\$24,050,000
Land Value				\$3,607,500
Total Development Value				\$27,657,500

Appendix

PETER ALLEN

944 North Main Street, Ann Arbor, Michigan, 48104 | (734) 358-0060 | peter@ptallen.com

SUMMARY

With over 35 years of experience as an Ann Arbor area real estate developer and consultant, founder of Peter Allen & Associates in 1975 (website: www.ptallen.com) and University of Michigan educator, Peter Allen is known for his passion to make Ann Arbor one of the best cities in the world. His zeal for Ann Arbor is fueled partly by his direct involvement with his teaching thousands of students the basic tenets of lively downtowns since 1981. His students, who come from around the world, give him a sneak peek into market forces shaping our buildings, downtowns, and "sense of place", essential to quality, people-oriented, "third place" development.

Appointments & Board Memberships: As an adjunct faculty member since 1981 at the University of Michigan and a working real estate professional, Peter has a unique perspective on the complexities of walkable urbanity. Additionally, Peter has chaired or founded numerous local and regional conferences highlighting public policy issues relating to development, multi-model transit options, and the local quality of life.

EXPERIENCE

1975-Present	President and Founder of <i>Peter Allen & Associates</i> (www.ptallen.com) – over 35 years of experience as an Ann Arbor area real estate developer, commercial broker, and consultant.
2013-Present	MEDC Redevelopment Ready Consultant – conducted feasibility studies on 14 place-based downtown mix-used developments throughout Michigan.
1981-Present	Lecturer, <i>University of Michigan – Taubman College of Architecture & Urban Planning</i> and <i>Stephen M. Ross School of Business</i> . <ul style="list-style-type: none">100% appointment with focus on teaching the elements of developing lively, walkable downtowns to over 3,500 students yearly since 1981.Faculty Adviser to University of Michigan's Real Estate Certificate Program.University of Michigan Real Estate Forum: Founder and Executive Director for its first 10 years. Founded in 1986, this forum has become a preeminent Midwest gathering of real estate professionals meeting yearly to discuss emerging trends and regional opportunities.
1967-1971	U.S. Navy – Destroyer officer, LT, USNR.

EDUCATION

1973	MBA with Distinction, <i>University of Michigan</i>
1967	Bachelor of Arts, History, <i>DePauw University</i>

INVOLVEMENT

- Ann Arbor’s Greenbelt Advisory Commission
- Ann Arbor Hands-On Museum, Founding Trustee
- Kerrytown Concert House, Founding Trustee
- Neutral Zone, Founding Trustee
- Ann Arbor CEO Council, Founding Member
- Member: Urban Land Institute, Congress for New Urbanism, and Rotary International Education

Lisa Sauvé
1866 Virnankay Circle, Ann Arbor, MI 48103
lisa@synecdochedesign.com | 1.810.599.8050

Contributes design and critical thinking ideas to projects with an influence and interest in cultural and building conservation, landscape preservation and architectural design through a small design practice, teaching, and research.

EDUCATION

2013-14	Master of Science in Conservation University of Michigan - Ann Arbor, MI Taubman College of Architecture and Urban Planning
2009-11	Master of Architecture - with high distinction University of Michigan - Ann Arbor, MI Taubman College of Architecture and Urban Planning
2004-09	Bachelor of Science in Architecture Lawrence Technological University - Southfield, MI College of Architecture and Design

PROFESSIONAL EXPERIENCE

2009 -	Principal + Co-Founder Synecdoche Design Studio, LLC - Ann Arbor, MI
2011-13	Design and Research Assistant RVTR - Ann Arbor, MI / Toronto, ON
2009-11	Design and Research Assistant Alibi Studio - Detroit, MI
2009-10	Photographer + Co-Founder Synecdoche Photography- Ann Arbor, MI
2008	Intern The Think Shop Architects - Brighton, MI

ACADEMIC EXPERIENCE

2014-15	Adjunct Faculty School of Architecture, University of Detroit Mercy
2011-14	Adjunct Faculty College of Architecture and Design, Lawrence Technological University
2011&14	Graduate Student Instructor Taubman College, University of Michigan
2010-14	Research Assistant Taubman College, University of Michigan
2009	Teaching Assistant College of Architecture and Design, Lawrence Tech University

PROFESSIONAL HONORS AND AWARDS *with Synecdoche unless otherwise noted*

2013	“Controlled Burn” - 1 of 20 finalists @ 15th International Garden Festival : Grand Metis, Quebec, Canada
2013	“The Big Top” - semi-finalist @ Flint Public Art Project : Flat Lot Competition
2013	“Second Sight” - 1 of 15 funded projects @ Flint Public Art Project : Free City Art Festival
2013	“Resonant Chamber” <i>with RVTR</i> - Jury + People's Choice Winner @ Architizer A+ Awards
2011	“Edge Condition” - First Place @ Young Architects Forum Atlanta; 1oup Competition
2010	“WYLD” - 1 of 10 Featured Projects @ Inc.com + Architizer; Coolest Converted Office Spaces
2010	“Soft Space” - 1 of 10 finalists @ Young Architects Forum Atlanta; 1oup Competition
2010	“Leveling the Playing Field” - Design Fellow - independent @ HKS Detroit Fellowship
2009	“SC-PE” - Second Place @ 2A Magazine; Du(b)alities Competition
2009	“Kinetic Clinic” - Notable Entry @ AIA Seattle; Design for the Children Competition

EXHIBITIONS *with Synecdoche unless otherwise noted*

2015	“Dark Skies / Lightscares” @ Cranbrook Art Museum, curated show “Designing Summer” - Bloomfield Hills, MI
2014	“Lightscares” @ Detroit Design Festival, curated - Detroit, MI
2013	“Second Sight” @ Free City Art Festival, juried invite group show - Flint, MI
2013	“Flat Lot Competition Exhibit” @ Flint Art Walk, juried invite group show - Flint, MI
2013	“Infra Eco Logi Urbanism” - <i>with RVTR</i> @ UQAM; Center for Design, solo show - Montreal, Quebec
2012	“Edge Condition” @ Museum of Design Atlanta; Emerging Voices 11, invited group show - Atlanta, GA

SKILLS

Adobe Creative Suite: Photoshop, Illustrator, Indesign, Premiere Pro and Lightroom. Rhino 3d Modeling, ArcGIS, and Autocad. CNC routing, basic woodshop skills, digital photography, dark sky exploring, and hiking.

James Carpenter II

1931 Duffield Rd. Ann Arbor, MI. 48109

(313)215-6212 james.carpenter@wayne.edu

Experience

Real Estate Development Consultant- Peter Allen & Associates Development Co.

May 2013-Present

Under contract from the Michigan Economic Development Corporation our team traveled to various cities and towns across Michigan to revitalize downtown corridors with State sponsored initiatives. Acted as a third party consultant between The State of Michigan and public or private landowners. This job has sharpened real estate financing, state/federal incentives, economic development, and public presentation skills. Some projects are becoming reality. Copies of reports form any of the 9 cities completed are available upon request.

Licensed Real Estate Salesperson

January 2015

I have completed all requirements and tests to be a licensed broker in Michigan. These learned skills will transfer and provide insight to the real-estate market processes in other States.

Resident Advisor- University Of Michigan Housing

2013-2014

As an RA at one of the largest residence halls in the country I have had my fair share of interactions in conflict resolution, mentoring, and leading of ~1200+ incoming freshman at Bursley Hall. I was specifically responsible for the well-being and growth of 44 young men in my hall. The experience was a joy and has taught me very much of how to be a positive role model and productive leader.

Programming Assistant/ Coder- Under Professor David Bieri

Summer 2013

I gained coding skills in both R and LaTeX by transferring volumes of hand written notes on economics into a shared digital document that became the master copy for Prof. Bieri's economics courses. Charts and data were recreated in R and all text and graphics were input to LaTeX to create the final document.

Associate Member- Urban Land Institute (ULI)

2013-Present

I Attended the Fall 2013 National Conference in Chicago. It great insight into the real estate field and emerging trends as well as networking with professionals across the country. I am a member of the young leaders board for ULI/Michigan.

Active Member- Ross School of Business and UM Law Real Estate Clubs

2012-2014

Presentations from professionals in varying types of real estate have provided a well-rounded perspective on the intricacies of the field.

Treasurer/Cofounder- TRUMICH Alternative Transportation Advocacy Group

2011

Managed finances for a group that formed to push a bike share initiative on campus. Our petition and movement gained attention of administration. The President of UM and The City of Ann Arbor are now working toward a sustainable and fully integrated bike share program; the first of its kind in the State.

Office Aid- Prosecuting Attorney's Office Livingston County, MI

Summer 2011

I gained experience dealing with various personalities in a fast paced, relatively high stakes environment while shadowing and assisting prosecuting attorneys.

Publicity Director/VP/President- Michigan Ballroom Dance Club

2009-2013

One of my proudest and longstanding positions; I combined my passion for ballroom dance with many roles on the club, eventually president. During my time serving the 600+ members I took the ~\$3,500 budget and increased it to ~\$10,000+ while keeping dues constant.

Sales Associate- Southwestern Co.

Summers 2010/2012

One of the most difficult jobs I have ever held; door-to-door sales in Virginia Beach and Minneapolis areas. Although stressful at times due to cold-calling and frequent rejection this position taught me true determination and drive to get a task accomplished despite the circumstances. Each summer yielded \$23,000 in profit.

Education

Wayne State University:		
J.D.	3.4 GPA	May 2017 (expected)
The University of Michigan:		
M.A. Urban Planning/ Real Estate Development	3.5 GPA	May 2014
B.A.: Political Science	3.3 GPA	December 2011

Other Skills & Courses Relevant

- UP614-Negotiation & Dispute Resolution
 - UP610-Fiscal Planning & Management
 - UP566-Finance Real Estate Development
 - CEE532-Construction Project Engineering
- In my free time I enjoy ballroom dancing, learning celestial navigation, and designing time saving apps for smartphones.

KATRINA CHAVES

2339 Leslie Circle, Ann Arbor, MI 48105 I (734) 864-2487 I kchaves@umich.edu

EDUCATION

University of Michigan, Taubman College of Architecture and Urban Planning

Ann Arbor, MI

MASTER OF URBAN PLANNING

Expected 2016

University of Alberta

Edmonton, AB

BACHELOR OF ARTS, POLITICAL SCIENCE AND HUMAN GEOGRAPHY

2010

Open Studies

2011 – 2013

PROFESSIONAL EXPERIENCE

University of Alberta, School of Business

Edmonton, AB

RESEARCH CONSULTANT

November 2013 – December 2014

- Conducted field research and literature review of condominium consumer/buyer education programs
- Evaluated programs and developed recommendations for best practices regarding education of condominium consumers and prepared report of findings and recommendations

Government of Alberta, Ministry of Health

Edmonton, AB

HR STRATEGIES CONSULTANT/PROGRAM COORDINATOR/ASSISTANT

2011 - 2014

- Researched and analyzed best practices and metrics for development of key Strategies initiatives
- Assisted with development and delivery of presentations to management teams and employee groups
- Coordinated delivery of the Corporate Employee Survey (CES) and liaised with stakeholders
- Analyzed survey results and presented key findings to Executive Team and management
- Conducted preliminary gap analysis and developed current state map of leadership development; completed literature review and best practices research for presentation to Executive Directors' Council
- Administered internal database for training events and courses for over 1,000 ministry employees
- Supported delivery of training sessions, department orientation and staff events
- Tracked and prepared monthly training and development budget and forecasting
- Administered Employee Long Service and Retirement Awards Programs
- Scheduled job interviews, posted job ads, prepared meeting agendas and minutes
- Drafted and distributed offer letters and decision documents for staffing and classification

Action for Healthy Communities

Edmonton, AB

SITE COORDINATOR

November 2010 – April 2011

- Planned, organized and evaluated program activities for ten high schools to develop refugee and new immigrant students' English language skills and promote integration within community
- Supervised eight camp assistants to facilitate weekly in-class activities and workshops
- Scheduled facilitators, guest speakers and fieldtrips, prepared meeting agendas and minutes, conducted regular site visits and liaised with teaching staff to establish class objectives and priorities

Association of Universities and Colleges of Canada

Atwima Apemanim, Ghana

RESEARCH INTERN, STUDENTS FOR DEVELOPMENT

May 2008 – August 2008

- Developed and conducted needs-assessment (village census and detailed interviews) to gather data on income and employment, health and nutrition, education, housing and sanitation conditions on 62 households in rural community
- Recorded high volume of qualitative and quantitative data, compiled descriptive statistics, consulted with local and external stakeholders to create report and recommendations on community challenges, strengths and opportunities

AFFILIATIONS & EXTRACURRICULAR ACTIVITIES

Urban Planning Students' Association Executive Board

Ann Arbor, MI

PROFESSIONAL DEVELOPMENT CHAIR

December 2014 – Present

Michigan Real Estate Club

Ann Arbor, MI

MEMBER

September 2014 – Present

American Planning Association

Ann Arbor, MI

MEMBER

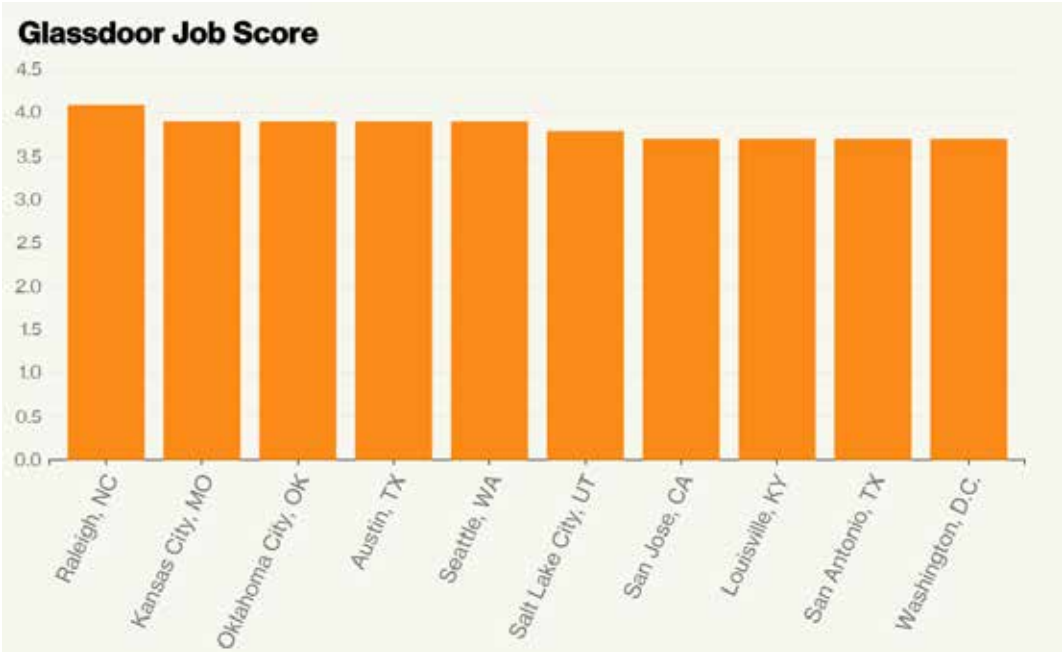
September 2014 – Present

Articles and Resources



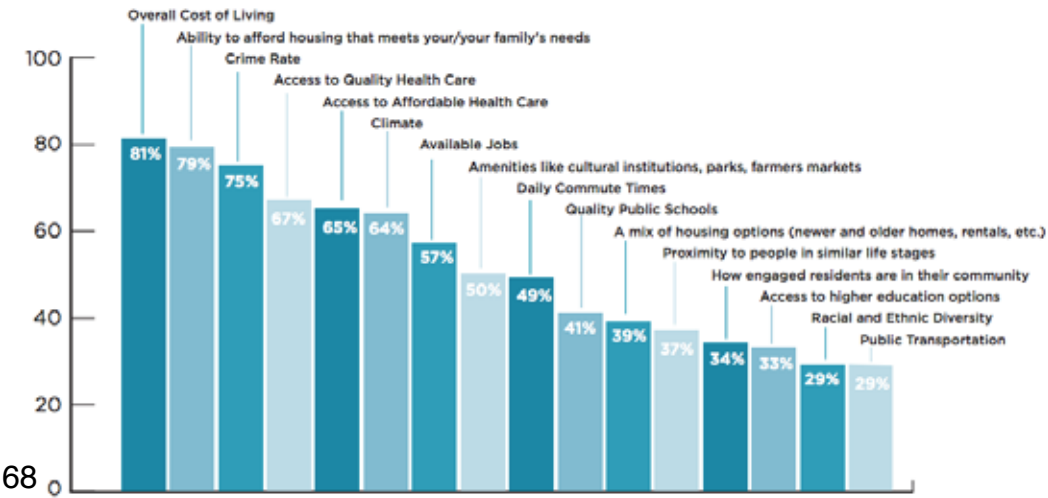
“For commercial building owners, the opportunity to retrofit existing real estate into co-working spaces can open up an untapped revenue stream. Rather than having unleased office space sit vacant, these facilities can be modified into co-working sites and rented out to individuals or businesses with short-term space needs with more flexible leasing options.”

By: Robert Nieminen in:
“As Nearly Half of the Workforce Becomes Independent, Co-working Spaces Will Lead the Way into the Future of the Workplace” 13 Jul, 2015
<http://retrofitmagazine.com/as-nearly-half-of-the-workforce-becomes-independent-co-working-spaces-will-lead-the-way-into-the-future-of-the-workplace/3/>



“Online career community Glassdoor just released a report naming the top 25 cities for jobs based on what it believes are the three key factors in a city’s appeal for job seekers: how easy it is to get a job, cost of living, and job satisfaction.”

By: Julie Verhage in:
“These Are the Best U.S. Cities for Jobs. (They May Surprise You) - Don’t overlook smaller cities in your job search” 19 May, 2015
<http://www.bloomberg.com/news/articles/2015-05-19/these-are-the-best-u-s-cities-for-jobs-and-they-may-surprise-you->



“When asked about which features of a place make it easiest to live in, most people brought up the bottom line first. About 80 percent of all respondents said the cost of living and affordability of housing mattered most when choosing a place to nest.

By: Natalie Kitroeff in:
“Why Millennials Don’t Live Where You’d Expect Them To
Young people want to be able to afford the trappings of adulthood” 11 June, 2015
<http://www.bloomberg.com/news/articles/2015-06-11/why-millennials-don-t-live-where-you-d-expect-them-to>

Articles and Resources



“There’s so much that sets New York apart from other American cities: its density, its walkability, its spread of urban versus suburban development, among others. What about smaller towns? What are the design traits that most encourage pedestrian activity on these streets?”

By: Laura Bliss in:

“How Urban Designers Can Get Smaller Cities Walking: A new study identifies two important street features that draw pedestrians—outside of New York City.” 29 July, 2015

http://www.citylab.com/design/2015/07/how-urban-designers-can-get-smaller-cities-walking/399545/?utm_source=nl__link1_073015



“After making the economic decision to move, the young and educated are looking for places where they can have a meaningful work/life balance,” said Rosalind Greenstein, director of research and education at AIER.”

By: Brent Snively in:

“Study ranks Ann Arbor No. 1 for millennials” 12 May, 2015

<http://www.freep.com/story/money/business/2015/05/12/ann-arbor-millennials-live-work-choose/27168659/>



Memorandum

To: Rob Bacigalupi, DDA Executive Director
From: Nicole VanNess, Parking Administrator
Date: August 17, 2015
Re: Parking Services Updates

Mobile Payment Vendor RFP – Update

In March, we issued a RFP in order to evaluate the existing mobile payment pilot project that allows customers to pay with a mobile application on their cell phones, through a phone call to the vendor, or by a web application. All proposals were received by the bidding vendors on May 20th.

The review Committee consists of DDA Board Member, John Di Giacomo; Deputy Treasurer, Brian Postma; City Auditor, Ken Ransom; and Mike Helferich, Amy Russell and myself from Parking Services. In the initial meeting, we collectively decided to issue an Addendum to the Cost Services section asking all vendors to act as the MOR (Merchant of Record) which would reduce fees incurred by Parking and greatly reduce, if not eliminate, Parking's PCI responsibilities. We are in the process of scheduling software demonstrations with the responding vendors, and plan to have a recommendation to the DDA Board for their September meeting.

Bike Shelter – Update

We reached out to the Cherry Capital Cycling Club to ask for a match of funds to be used towards a shelter or fix-it station. CCCC decided not to move forward, and requested that we increase bike parking with inverted U's in the area.

We are still committed to increase bike parking throughout the downtown area, and work towards providing covered bike parking facilities. We have received our order of additional inverted U's and racks; and are evaluating their placement. We will be adding another on-street rack in the 200 block of East Front outside the Grand Traverse Distillery.

Parking Office Reconstruction - New Business

In an effort to increase customer satisfaction, we decided to include funds in the 2015-16 fiscal budget to reconstruct/build out the parking office. We are ironing out the details, and plan to submit to the DDA Board for their September meeting.



Memorandum

The types of daily activities that we perform in the current space range from selling permits, accepting citation payments, processing daily transient payments, review citation inquiries and appeals, coin and bill counting from pay station revenue, and daily deposits. Customers form lines in the southeast tower periodically throughout the day while waiting to transact their business. Given the size and location of the service window, only one customer can be serviced at a time. In order to cut down on wait times, employees are often talking over a customer to assist the person behind them or may have to open a secure door to communicate with others in the line.

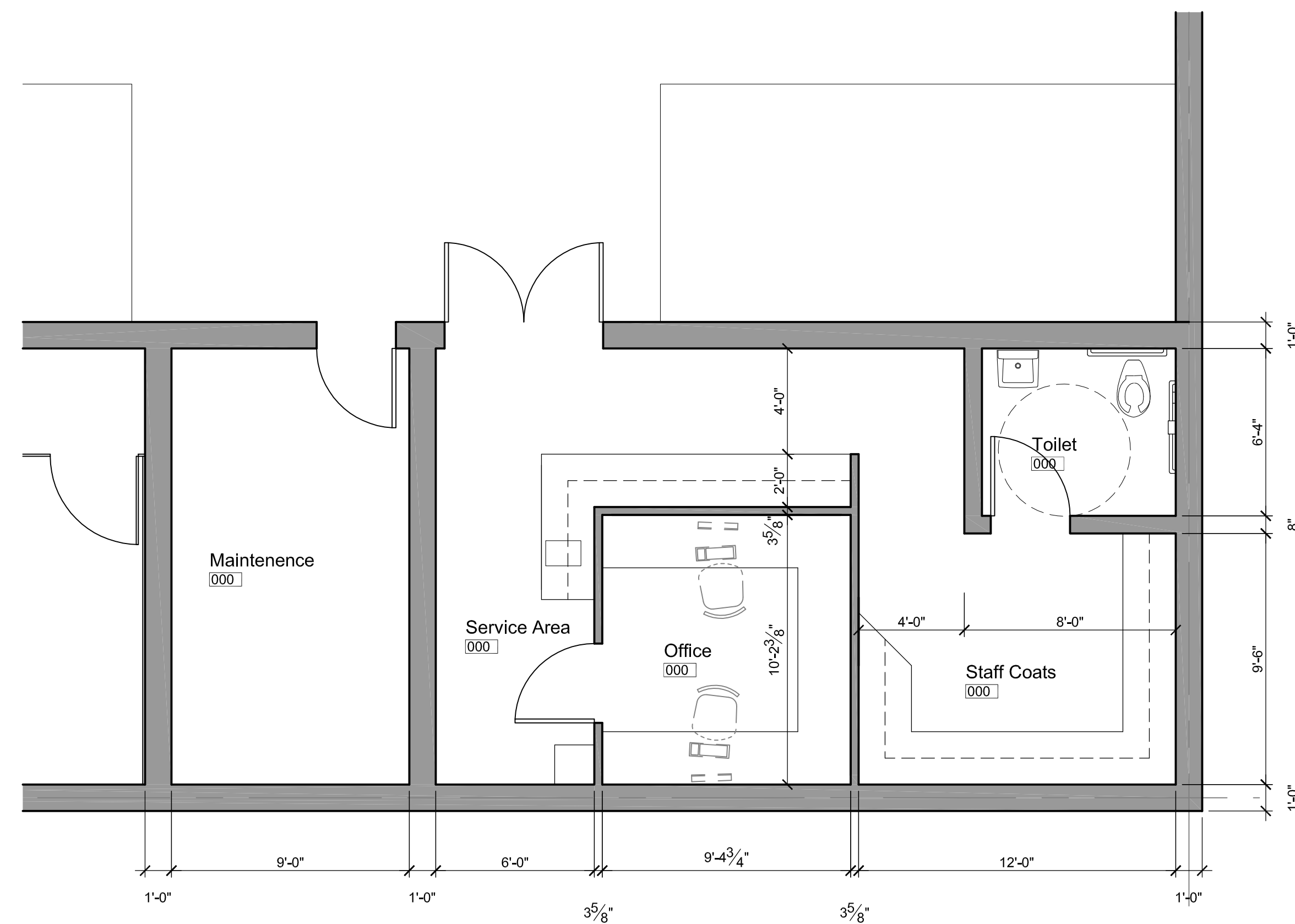
I have attached a preliminary drawing of the office layout changes and to summarize the plans would reduce the Administrator workspace, increase the Parking Support workspace, and add a customer service counter into the stair tower with a temperature controlled lobby.

Currency Counting Devices RFB – New Business

Overtime, we have noticed an increase in staff hours to process payments, count coin, and prepare deposits. Preparing deposits increasing continues to be a laborious manual process. In an effort to reduce hours, we will be issuing a RFB for coin and bill counting devices. This is a budgeted 2015-16 item. We will continue to work with the City Treasurer's Office to determine necessary adjustments to the process for timely deposits. We plan to have a recommendation to the DDA Board no later than their October meeting.

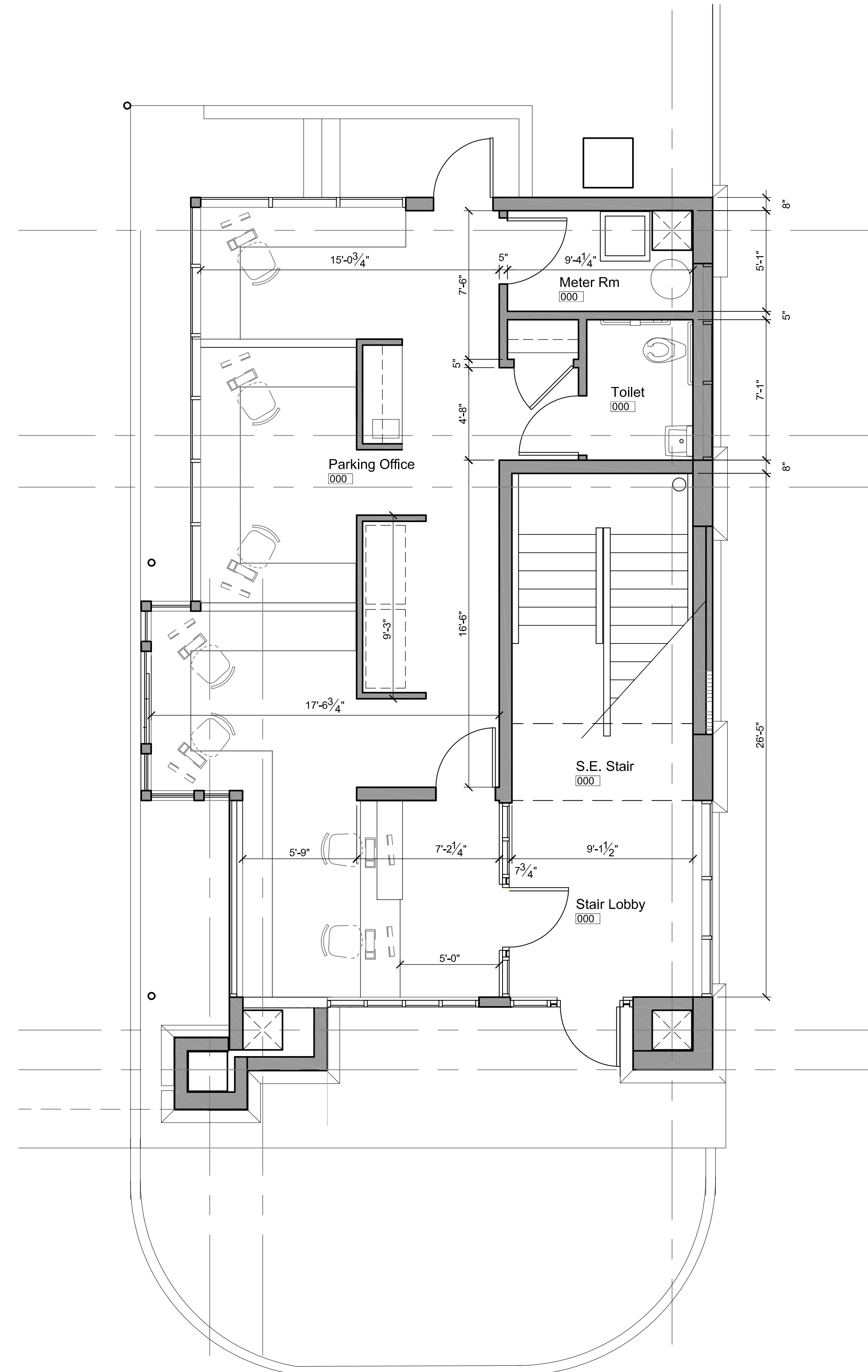
Parking Services Quarterly Report – New Business

We are in the planning phase of determining items to include in a quarterly Parking Services report which we are implementing this year. We plan to issue the first report after October 1st that would include 1st quarter fiscal data for the 2015-16 year.



 **Tenant & Service Area Plan**
SCALE: 1/4" = 1'-0"

SCALE: 1/4" = 1'-0"



Southeast Stair Tower & Office Floor Plan

SCALE: 1/4" = 1'-0'

[illegible]

PRELIMINARY
NOT FOR CONSTRUCTION
Aug. 7, 15

environment architects

City of TC - Parking Office

1530
303 E State St
Traverse City, MI 49684

Main Level Floor Plan

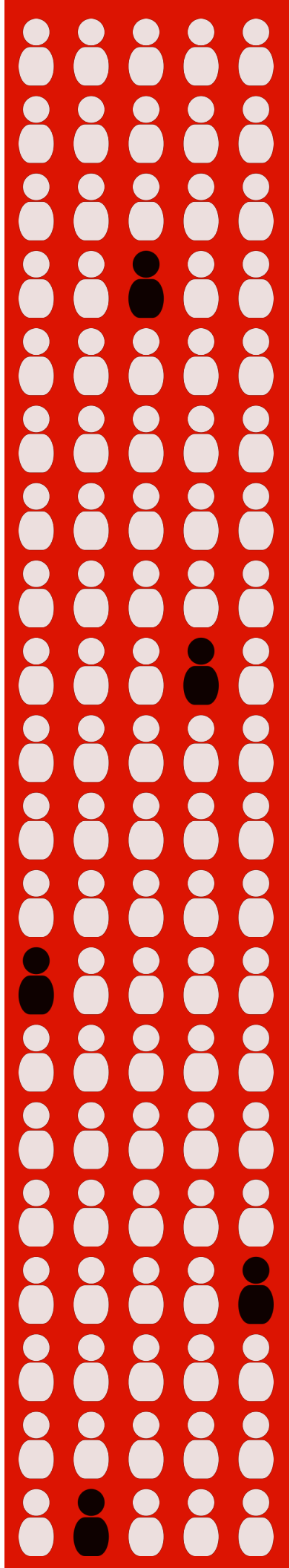
call 231 946 1234
fax 231 421 5772
118-a cass street
traverse city mi 49684
env-arch.com

A3.1

**IN WITH THE
OLD,
IN WITH THE
NEW**

**THE EVOLUTION
OF
TRAVERSE CITY**

KEVIN CHUNG
PLANNING INTERN // TRAVERSE CITY DDA
FINAL REPORT // AUGUST 2015



PREFACE

As a native metro-Detroiter, I knew Traverse City as a great summer destination: family-friendly, scenic, and a fun retreat. Moving for a summer internship after completing my undergraduate studies at the University of Michigan, I immersed myself in this new environment eager to experience firsthand the beloved jewel of Northern Michigan. However, learning to navigate a new space comes with its challenges.

Finding my place in Traverse City has been interesting. I am only here for the summer. I am not a native townie or northern-Michigander, nor am I a tourist. My experiences come from being a temporary transplant in a city I had no connections to. My decision to be in Traverse City is often met with shock, confusion, and curiosity from friends, family, and strangers. A young man with a degree in International Studies, coming to a small rural town in Northern Michigan after college—it is not what people would expect. And as a young, recently-graduated second generation

Chinese-American man with a different culture, interests, and hobbies, I do not blend in. I have less opportunity to navigate the city with anonymity and a natural level of discretion. From curious stares to being recognized by strangers, I feel it in spaces that I enter.

I have been fortunate enough to engage with a variety of people during my time here. From my job as a Parking Clerk, my internship with the DDA, and the social circles I entered, I hear a lot of different opinions and perspectives about Traverse City. This summer, I shared stories with first-time tourists and long-time visitors; business owners and service workers; those who never left the area and those who just moved here; new families and families with a long history; people with exciting new jobs and people who cannot find a way out of their current ones—I have heard just about it all. These stories and my experiences inspire and inform this report, and I hope this perspective stays in mind when making decisions for the City's future.



With its invaluable natural features and high-profile events such as the Traverse City Film Festival and the National Cherry Festival, this small town in Northern Michigan is becoming larger than ever. The long list of accolades only reiterates the City's charm; from "6 Hot U.S. Food Destinations to Visit This Summer" (Zagat), to "14 Best Beach Towns in America" (Thrillist), to "Choice Destinations on the Rise" (TripAdvisor).¹ People are visiting and moving to Traverse City, and rightfully so. This population growth and the booms and busts of summer tourism are pertinent in planning for the city's dynamic future. But what does Traverse City strive to be? Who will be the people of Traverse City in the next 5, 10, 20 years?

These questions are no foreign struggle to the City. The growth and evolution of Traverse City is met with differing opinions. From the stories I shared this summer, I gained a sense that some feel Traverse City is losing its small-town charm, whereas some feel that it is starting to live up to its potential; some want more luxury condos, whereas some can no longer keep up with rent

increases; some are excited about the accolades and attention, whereas some cannot stand what this City has become. People agree to disagree on what Traverse City should be in the future.

A significant gap in the current demographic is the lack of millennials and racial diversity. In 2010, the median age was 40.8 years; 10 years older than that of Grand Rapids. The largest portion of the population in Traverse City was the Baby Boomers (ages 50-69), whereas the largest portion of the population in Grand Rapids was the millennials (ages 20-34). Traverse City had a 94.4% population identifying as White, compared to 64.6% of Grand Rapids' population.^{2,3} This is not just apparent in the numbers, but also when navigating Traverse City. Dining options for ethnic food are limited, as well as for ethnic grocery stores. There is no mass of recent college graduates moving to Traverse City. As the city continues to evolve and expand, it is important to also plan not only for a younger, but a more diverse population.

TRAVERSE CITY

V

GRAND RAPIDS

40.8

MEDIAN AGE

30.8

BOOMERS

DOMINANT GENERATION

MILLENNIALS

94.4%

WHITE POPULATION

64.6%

The millennial generation has unique characteristics that distinguish them from their predecessors. Pew Research Center described them as “political and social liberals... social media wizards... highly educated... not very religious... slow to marry and have kids, [and] saddled with college debt and lousy jobs.”⁴ They are also less likely to own a car and more likely to choose and stay in rental housing.⁵ To date, millennials are the most racially and ethnically diverse generation. These characteristics and attributes, although not indicative prescriptions of *all* millennials, mean differing interests, political opinions, and lifestyles from Generation X or the Boomers. Some may accuse millennials as being lazy, whereas some would say the term is “a dumb way for baby boomers to otherise the generation that they’ve saddled with all the world’s biggest problems.”⁶

It is important to note these characteristics of millennials because this generation is highly influential in how cities and communities develop.

Goldman Sachs reports that “their impact on the economy is going to be huge.”⁵ For example, the large influx of millennials in Washington, D.C. to start a career is continually redefining the neighborhoods. A story published by the Washington Post reports that the population of young adults age 20-34 jumped 23% from 2000 to 2010. Even more astounding is that half of the District’s population growth from 2010 to 2012 was from millennials. This influx of young talent is associated with more apartments and condos, more restaurants of all cuisines, bike lanes, and more opportunities in other sectors such as technology and the arts. These changes are redefining neighborhoods, and often for the better, bringing life to quieter streets and starting new businesses.⁶

There is some young talent coming to the city. An article from Crain's Detroit Business described the current scene in Traverse City, crediting Michael Moore's work with the Traverse City Film Festival for creating the "cultural climate needed to get younger entrepreneurs to come back." This allowed for a small but notable recent "boomerang" effect in Traverse City:

"They're primarily 20- or 30-somethings who grew up in Traverse City, then ran away to seek their fortunes elsewhere as soon as they could. After all, unless they owned or worked in a hospitality business, there was just no place for them in a resort town. Now, those boomerangs are coming back... These people [do] not want to become part of the hospitality industry that defines Traverse City. They come here specifically to fill niches for growing second-stage companies."

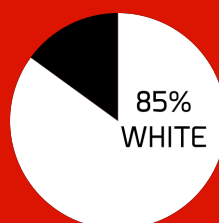
Millennials are coming back because of emerging sectors such as marketing, social media, web design, and information technology. Advances in technology are enabling millennials to come to Traverse City and make a living doing what they want to do.⁷

If Traverse City wants to evolve, it needs to sustain and enhance this momentum to bring in millennials and diversity. In 1960, 85% of the US population was White, but by 2060, Pew Research Center estimates it will only be 43%

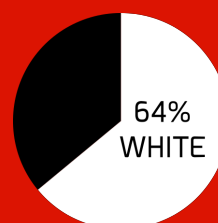
White.⁴ Traverse City has potential to grow and develop and become an even better city than it already is. As it continues to attract national attention, now is the time to capitalize on this captive audience and be proactive about attracting young talent that will drive the city's future. Traverse City has a chance to bring in an unparalleled diversity in age, race and ethnicity, socioeconomic status, political opinions, and professions. College graduates are constantly looking for new and exciting opportunities, and Traverse City can offer that. More opportunities outside the service industry, more affordable rental housing, and more culturally appropriate spaces can further advance the cultural climate that welcomes diverse millennials. American culture is rapidly changing, and sustaining an aging 95% White population will not allow this community to evolve with the times. As author Rich Benjamin stated in his TED Talk "A Black Man in America's Whitest Towns," the danger is "that the more segregation we have, the less we can look at and confront conscious and unconscious bias."⁸ Greater diversity in age and race can make this community more progressive and welcoming.

PROJECTED U.S. DEMOGRAPHIC CHANGE

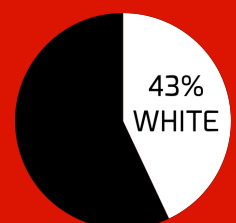
1960



2010



2060



SOURCE: PEW RESEARCH CENTER

Integrating a new demographic into an existing community is a challenge. The Washington Post story, for example, revealed that these rapid changes are making the District area feel different or “almost unrecognizable” to longtime residents.⁶ This need for a younger and more diverse population in Traverse City is not a call for rampant gentrification, but rather a need to mediate and balance the city’s evolution; to welcome all

demographics, and not at the expense of another. All generations should be in mind when making decisions for the city’s future, especially ones that it may not have at the moment. Traverse City will not be the same 5, 10, or 20 years from now, but by attracting these missing demographic, exciting things are sure to come.

REFERENCES

¹ Traverse City Tourism. Traverse City Accolades. Traverse City Tourism. 2015c. Accessed 2015 August 16. <http://www.traversecity.com/area/about-traverse-city/accolades/>

² United States Census Bureau; American FactFinder, 2010 Demographic Profile Data, Traverse City, Michigan; generated by Kevin Chung; using American FactFinder; <http://factfinder2.census.gov/>; (2015 August 16).

³ United States Census Bureau; American FactFinder, 2010 Demographic Profile Data, Grand Rapids, Michigan; generated by Kevin Chung; using American FactFinder; <http://factfinder2.census.gov/>; (2015 August 16).

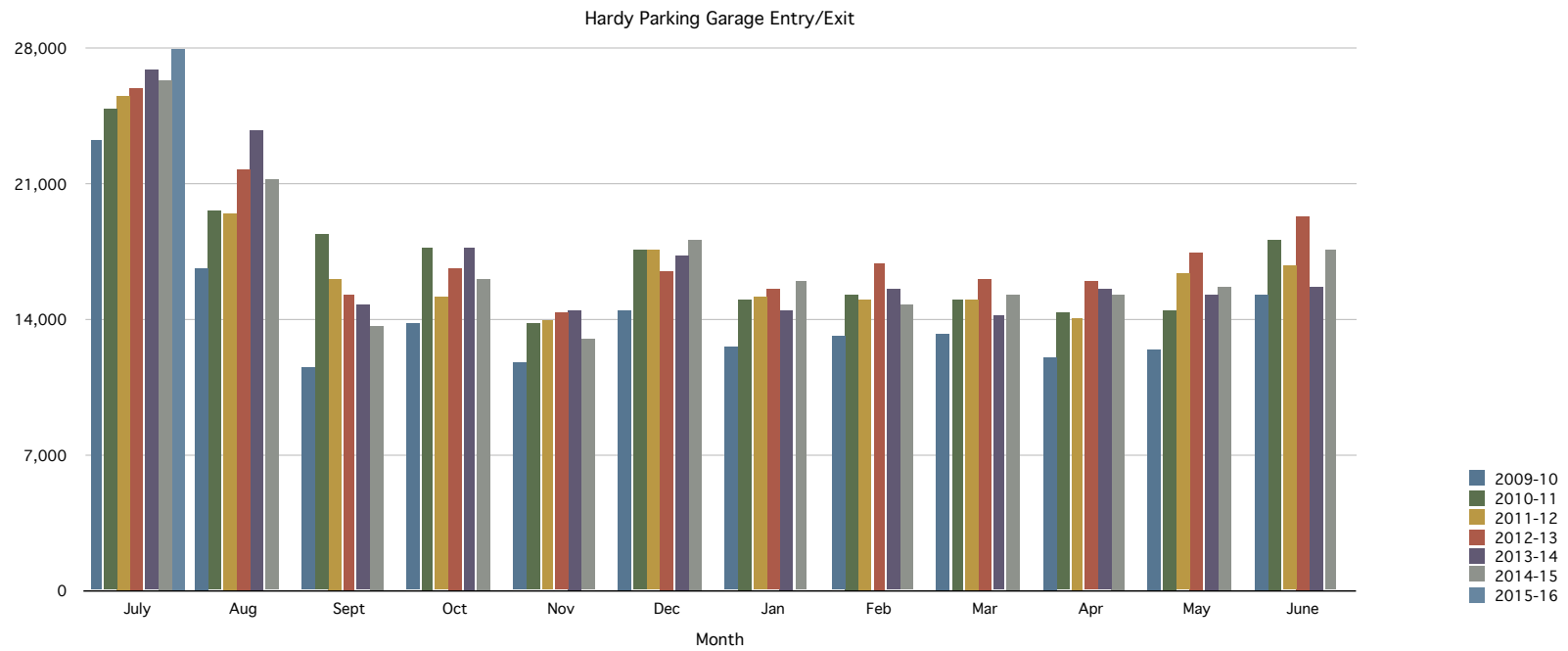
⁴ Taylor, Paul. The Next America. Pew Research Center. 10 April 2014. Accessed 2015 August 16. <http://www.pewresearch.org/next-america/>

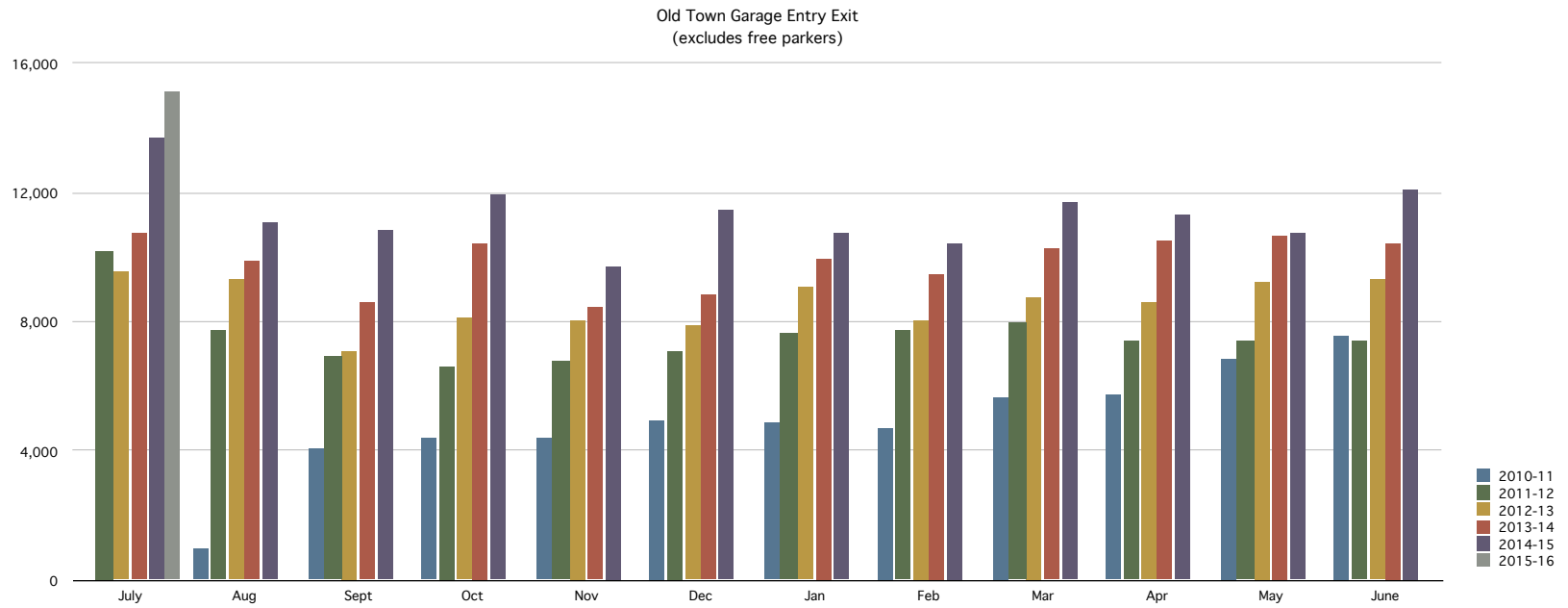
⁵ Goldman Sachs. Millennials: Coming of age. Goldman Sachs. 2015c. Accessed 2015 August 16. <http://www.goldmansachs.com/our-thinking/pages/millennials/>

⁶ Chang, Elizabeth; Tucker, Neely; Goldstein, Jessica; Yates, Clinton; Davis, Marcia. March of the millennials. The Washington Post. 2013 October 18. Accessed 2015 August 16. <http://www.washingtonpost.com/sf/style/2013/10/18/march-of-the-millennials/>

⁷ Lovy, Howard. The 'boomerang' effect: Young people who left Traverse City find their future... back home. Crain's Detroit Business. 2012 December 19. Accessed 2015 August 16. <http://www.crainsdetroit.com/article/20121219/NEWS/121219843/the-boomerang-effect-young-people-who-left-traverse-city-find>

⁸ Benjamin, Rich. "My road trip through the whitest towns in America," filmed 2015 May, TED video, 13:01. Accessed 2015 August 16. https://www.ted.com/talks/rich_benjamin_my_road_trip_through_the_whitest_towns_in_america?language=en





Downtown Traverse City Association
Regular Board Meeting
July 9, 2015

Minutes

Present: Kim Bazemore, Allison Beers, Alyssa Bright, Jeff Guntzviller, Jeff Joubran, Jake Kaberle, Dave Leonhard, John McGee, Misha Neidorfler

Absent: N/a

Staff/Others: Rob Bacigalupi, Colleen Paveglio

- 1. Call to Order:** President Joubran called the meeting to order at 8:37 a.m.
- 2. Approval of Minutes of the DTCA Board Meeting of June 4, 2015:** Minutes from the June 4, 2015 board meeting were approved as presented upon **motion by Leonhard and second by Beers.**
Motion carried unanimously.
- 3. Mobile Food Vending Review**
- 4. Marketing Report**
 - a. Annual Dinner**
 - i.** Great feedback
 - 1.** Continue at City Opera House
 - ii.** Create a few more prizes
 - iii.** Establish a committee in the winter for planning
 - b. Art Fairs**
 - i.** Old Town Arts & Craft Fair, National Cherry Festival Arts & Crafts Fair
 - 1.** Positive feedback
 - 2.** Thank you to volunteers
 - ii.** Downtown Art Fair
 - 1.** Volunteers
 - a.** McGee, Kaberle, Bazemore
 - c. Friday Night Live**
 - i.** August 7 will be Street Sale and the first FNL of the season
 - ii.** Series to run through August 28
 - iii.** Sponsors include Hagerty, ABC 29&8, MyNorth
 - d. Miscellaneous**
 - i.** Social Media
 - 1.** Facebook: Over 11,600
 - 2.** Instagram: Almost 5,000
 - 3.** Twitter: Over 9,000

5. Committee Reports

- a. Public Restroom Committee**
 - i.** The Committee will be meeting soon to review applications

6. President's Report (*Joubran*)

- a. None at this time

7. DDA Report (*Bacigalupi*)

a. **Financial Report**

- i. Approval of the Financial Reports through May 31, 2015: **Financial Reports for May 31, 2015 were approved upon motion by Beersand second by Neidorfler. Motion carried unanimously.**

b. **DDA Report** (*Bacigalupi*)

- i. Park Street
- ii. Pine Street Pedestrian Way
- iii. Garland Street
- iv. Outdoor Cafes
- v. Farmers Market

8. New Business

- a. None at this time

9. Adjournment

- a. Motion to adjourn at 9:25 a.m.